

AMERICAN GAS ASSOCIATION MONTHLY



Vol. VI

No. 5

MAY, 1924

THE business of a public utility is threefold:

First; to serve efficiently.

Second; to keep and increase the business.

Third; to secure the genuine good will of the customers

—G. I. Vincent

Statement of Ownership

Statement of the Ownership, Management, Circulation, etc.,
Required by the Act of Congress of August 24, 1912

Of American Gas Association Monthly published Monthly at Brattleboro, Vermont, for April 1, 1934. State of New York, County of New York, ss.

Before me, a Notary Public in and for the State and county aforesaid, personally appeared Thomas Scofield, who, having been duly sworn according to law, deposes and says that he is the Editor of the American Gas Association Monthly and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in Section 443, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher American Gas Association, Inc., 342 Madison Ave., New York, N. Y. Editor, Thomas Scofield, 342 Madison Ave., New York, N. Y. Managing Editor, None. Business Managers, None.

2. That the owner is: (If the publication is owned by an individual his name and address, or if owned by more than one individual the name and address of each, should be given below; if the publication is owned by a corporation the name of the corporation and the names and addresses of the stockholders owning or holding one per cent or more of the total amount of stock should be given.) American Gas Association, Inc. President, J. B. Klumpp, 342 Madison Ave., New York, N. Y. Vice-President, C. O. G. Miller, 342 Madison Ave., New York, N. Y. Treasurer, H. M. Brundage, 342 Madison Ave., New York, N. Y. Secretary-Manager, Alexander Forward, 342 Madison Ave., New York, N. Y.

3. That the known bondholders, mortgagees, and

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5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the six months preceding the date shown above is not required. (This information is required from daily publications only.)

(Signed) Thomas Scofield.

Sworn to and subscribed before me this 3rd day of April, 1934.

(Signed) Florence Aten Ives.

(My commission expires March 30, 1935.)

(Seal)

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FOR STATEMENTS AND OPINIONS CONTAINED IN PAPERS AND DISCUSSIONS
APPEARING HEREIN, THE ASSOCIATION DOES NOT HOLD ITSELF RESPONSIBLE

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Our Job

"If it's done with heat, you can do it better with gas" is a nice-sounding phrase. It is well rounded, tells its story in a terse and attractive way, and we know that it is founded on solid truth.

That is just where the rub may come—and will if we let it go at that—if we are satisfied with that and sit back complacent in our own knowledge.

As has been said by one of our competitors—"An optimist, given a little encouragement, will do his best to carry his idea through, even though it may not be fundamentally sound." That expression typifies the aggressive spirit of our competitors.

Now, as we said, we know that our slogan tells the truth. From an economic standpoint the use of our product for heat operations is fundamentally sound and economically correct.

But our knowing it won't prove the case to the public nor stop our optimistic competitors.

There is the chance—even the probability—that, unless the proof is driven home until the public knows it as well as we do, the advantage which we have will be lost to us.

Every ounce of enthusiasm that we can muster, every scheme and plan of salesmanship that we can devise, every method of advertising that we can plan, should be brought into play. We should so broaden our vision as to make these activities accomplished realities. Unless we do, we may wake up some day to find that we have lost the opportunity to capitalize the natural advantages which gas has as a medium for heat. The fundamental advantage which gas enjoys must be continually played up to the public.

It requires enthusiasm, vision, salesmanship and advertising. To do all that aggressively and continually is our job.

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Tragedy of Starvation Rate*

Michigan Town Loses \$300,000 Factory Employing 350 Men Because It Holds Gas Company to a Losing Rate, Which Ends in Bankruptcy and Larger Increase by Federal Court.

WHAT HAPPENS to a town in which a public utility is compelled to operate on a losing rate is exemplified in the case of Adrian, Michigan.

Adrian for years had the lowest gas rate in the state, a rate from 50 to 100 per cent lower than most other Michigan towns of its class. Today the gas company is in bankruptcy and under the order of the Federal court the people are paying almost 50 per cent more for their gas. Meantime the city has seriously suffered in its industrial growth and development. It has lost at least one large manufacturing plant, employing 350 persons, because of the lack of gas supply.

The case of Adrian is of general interest as showing the inevitable consequence of holding a public utility down to a starvation rate. Many men and women who in five elections voted against granting relief to the gas company know now and will tell you that it is much better for a town to permit a gas company to charge such a rate as may be necessary to enable it to meet present needs

and keep up with expanding demands for service than it is to enjoy "the lowest gas rate in the state," that an adequate gas supply is worth more to the people than a low rate.

Adrian's Story in Detail

The nub of the case in Adrian is that the Lenawee County Gas & Electric Co., which supplies gas only, had been operating under a franchise made under conditions which a world war wiped out, never to return again. This franchise included the absurd and crucifying rate of \$1 per 1,000 cubic feet of gas. In 1919 the company made its first appeal for relief. All over the state of Michigan utility rates had been undergoing readjustments for a year. Throughout the country utility companies, as well as all other lines of business, had been readjusting their selling prices to meet their buying prices in order to live under the new order of things brought about as a result of the world war.

In Adrian the company asked for the modest increase from \$1 to \$1.25. The

*From April issue "Public Service Management."

proposition was rejected. But in 1920 this increase was granted in the form of a two-year agreement. In September, 1922, the company asked for an extension of this 25 cent increase and was turned down. In November of the same year it again repeated its plea, with the understanding that if the people voted this extension until April, 1923, the company would then propose a permanent plan carrying it up to the end of its franchise, 1931. This received the approval of 63 per cent of the people at the polls. But in April the permanent plan, namely, that the rate-making process be turned over to the city council for the remainder of the franchise, was voted down. Meantime the company changed hands, Henry L. Doherty & Co. becoming the new owners. They submitted what most people regarded as an unusually attractive proposition for the city. The city was to refer the gas rate-making to the state utilities commission, provided, however, that the rate should not exceed \$1.25 up to January, 1926, in consideration of the extension of the white way lighting system at the company's expense with juice furnished at a very low rate. The people voted this down in December, 1923. Now they wish they hadn't.

Most of People for Increase

It should be explained that in most if not all of these elections a majority of the voters were in favor of granting the relief sought, but under the Michigan laws such propositions have to carry by three-fifths of the votes cast.

On January 18, 1924, the company, unable to survive longer on this starvation rate of \$1, went into bankruptcy before Judge A. J. Tuttle of the Federal court in Detroit on petition of the Detroit Trust Company, receiver, the order being signed by George A. Marston, referee

in bankruptcy. Under the court's order the rate was fixed at \$1.47 and at this writing it is believed in Adrian that it may be advanced again in order to make both ends meet. It is the old story of cutting your cloth according to your pattern when you are dealing with court.

This rate merely allows for operating costs and bond interest, but no return on investment.

This \$1.47 rate was based on the average cost of production over a period of five years. It would be very much higher but for the well-known fact that under F. A. Lane the Adrian plant has always had the record of cutting costs to the bone and getting by on the smallest possible overhead. So as a matter of fact the company has, in a way, suffered a penalty for its own efforts in behalf of its customers.

How the City Suffered

In its public utterances the gas company laid its case before the people, showing from its books that it was losing money heavily. It lost more than \$19,000 in 8 months. It published lists of gas rates in towns of Adrian's size and larger all over Michigan, showing such rates to run all the way from \$1.60 to \$2.50. It showed that even though the dollar rate was part of a franchise with several years to run, the conditions under which the franchise was made no longer existed and the company could not sell gas under the old conditions while making it under the new.

Business men of Adrian came forward to show that Adrian's industrial life was suffering gravely because the gas company was unable, under these conditions, to supply all the gas required for homes and places of business. Manufacturing plants were obliged to forego expansion and to send work to other cities. Homes, badly needed, were not built because they

could get no gas. J. M. Reifsnider, manager of the Adrian plant of the Page Steel & Wire Co., had published over his signature a column statement in the local daily newspaper, appealing to the people to vote the gas company the relief it asked in order to relieve the situation and enable his factory to build a new unit adding 350 men to its payroll. He said that if his company could get the gas required in its manufacturing business it would erect an addition to its large plant that would enable it to employ regularly 700 men instead of 350; that it was already compelled to send work to Detroit and Jackson and other cities, which if it could be done at the Adrian plant would give employment to hundreds more men. Mr. Reifsnider stated that if his company could not get the gas needed in Adrian it would have to build this plant in some other city. It has since built the plant in York, Pennsylvania. Thus Adrian has cheated itself out of that one plant, costing about \$300,000, employing 350 men, to say nothing of otherwise retarding its progress by its refusal to allow the gas company to charge a fair and reasonable rate.

The Page plant in Adrian today has a weekly payroll of about \$13,000, \$1 per capita of the population, and, Mr. Reifsnider says, it might as well be double but for the lack of gas. It is running on a somewhat increased scale of employees just at present to meet some unusual demands.

People Not Kicking Now

Meanwhile Adrian, while deprived of the advantages that might have come by granting relief to the gas company in time, is paying a good deal more for its gas than the company ever asked, with an outlook for still higher rates. When the period of bankruptcy ends, which is expected to be in a short time, the

ordinary procedure will be for the court to offer the property for sale with the franchise. It is assumed that nobody would buy it with the franchise that has bankrupted the company, so then it would be offered without the franchise and bought in by somebody. That would do away with the old franchise. The new owners would fix their own rates and the city, if it objected, would have the right to appeal to the state commission. The state commission, being in the business of fixing rates on an economic basis, might even fix a rate higher than \$1.47. At least you will find a lot of people in Adrian who think so and many others who are quite content with the present rate, because they feared it would be higher.

As a prominent business man said: "I think our people will not kick when they get their first bills at the new rate of \$1.47, for they feared the court would name a rate much higher than that. I have heard many of them say that they would not kick 'because we have got just what we deserve for our stupidity in not granting the company the little increase it asked.'"

One gas consumer—and only one—up to this writing has ordered out his meter, indignantly declaring that, "I will never again pay the \$1.47 rate." And he probably won't. The chances are that when he orders his meter back in—as he inevitably will do—he will find a higher rate in effect.

It seems pretty well settled in most minds that the case will wind up under the state commission regulation—just where the old company as well as the new one wanted it: and for the good and sufficient reason that that is where all such matters should properly be.

One Man's Leadership

The question would naturally arise,

how can even a minority of the people of any community be led to act so directly against their own best interests? It was natural to believe that just one such statement as Mr. Reifsnider's, sane and conservative, would be sufficient to make everybody see the wisdom of a higher gas rate. Could a city of 13,000 population, needing more gas, needing more homes, with the opportunity of vastly increasing its industrial resources and even its population, fly in the face of such a situation?

Incredible as it may seem, they did. Why? Under what impulse? Under the leadership of one indomitable will. Regardless of the character of results, they stand as a tribute to the political prowess and leadership of John E. Bird, associate justice of the Supreme Court of the state of Michigan, a resident of Adrian and chairman of the board of directors of a local industrial plant. Judge Bird fought the company in every election and fought vehemently. He published long and strong statements in the letter columns of the local daily newspaper. He centered his batteries on the proposition that "a contract is a contract," and so long as the company's franchise called for a dollar rate, a dollar rate let it be. "Let the company live up to its contract." What did it matter that the conditions under which that contract were made had gone forever? What did it matter that business and government had everywhere recognized that to hold to pre-war selling prices while compelled to produce on post-war buying prices meant nothing but ruin to any industry, public utility or whatnot, that was forced to try it? The judge scorned with dramatic effect the practice of repudiating contracts. He talked of "watered stock" and rich absentee owners. He scoffed at the company's statement of losses. He said it was bluffing when it "threatened" bankruptcy.

"Old stuff," he declared. There would be neither bankruptcy nor an increase in rates. Let the people sit tight and all would be well. Always keeping in mind the "working classes," the judge's gestures invariably had the appearance of being a fight for the little fellow. His following, while never constituting a majority of the voters, did number a sufficient minority to wear the company down to the point where, from the weight of its own accumulating losses, it fell exhausted into bankruptcy.

Mixing among the people of Adrian one gets the idea that many of them would welcome one more chance to vote for \$1.25 gas. You can't tell them now the company was not losing money or was bluffing.

Doherty Ownership Popular

Henry L. Doherty & Co. bought the Citizens' Light and Power Co. as well as the Lenawee County Gas & Electric Co. They already owned the street railway of Adrian. Their local manager is D. E. Byerly, formerly of Hattiesburg, Miss. Both he and the company are evidently very popular in Adrian. They are making many improvements. In the first place, they have made a substantial reduction in electric rates, involving the installation of Mr. Doherty's three-part rate. They are greatly increasing their appliance sales. They plan on spending considerable money in improving the gas property, putting in a new 200,000 cubic foot holder and laying miles of new mains, if they own the property after it comes out of bankruptcy.

Citizens of Adrian are already looking forward with great eagerness to new growth and development of their city under the new regime. There appears to be a remarkable freedom from soreness

toward the company as a result of the bankruptcy, which of course, it could not avoid. The consensus of opinion seems to be that the city had simply worked against its own best interests in not co-operating with the company long ago to

avoid what has happened. There is a feeling that the past should bury the past and all hands turn toward the future with a determination to work for the mutual interests of the community and the company.

✦ ✦ ✦

Meeting for World Power Includes Gas

THE DIRECTORS of the World Power Conference to be held in London during July, have appointed five vice-presidents from the manufactured gas industry of Great Britain to serve on the Grand Council, according to an announcement from London. A Gas and Fuel Section is being formed, and leading members of the gas industry have been asked to prepare papers to be read during the Conference sessions.

National power resources of the world, power production and distribution, and power utilization will be discussed by the representatives of the chief countries of the world. The United States will be represented by a group of engineers and government experts under the chairmanship of O. C. Merrill, secretary of the Federal Power Commission.

In addition to participating in the World Power Conference, the British Gas Industry is planning a complete exhibition of gas appliances and applications, both domestic and industrial, and has made an appropriation of \$350,000 for its part in the British Empire Exhibition, which will also be held in London during the coming summer.

The use of manufactured gas in England dates back to 1807, in which year Pall Mall was first illuminated with gas. Two hundred and thirty-five billion cubic feet of gas are now used yearly in England. The United States, where the first gas plant was established in 1816, now consumes nearly a billion cubic feet a day, of which total New York State uses approximately one-fourth.

✦ ✦ ✦



The Steel Pier at night.

Chicago's Year Book



The front cover

THE YEAR BOOK of the Peoples Gas Light & Coke Company, covering the history and operations of the company in 1923, has just come to hand.

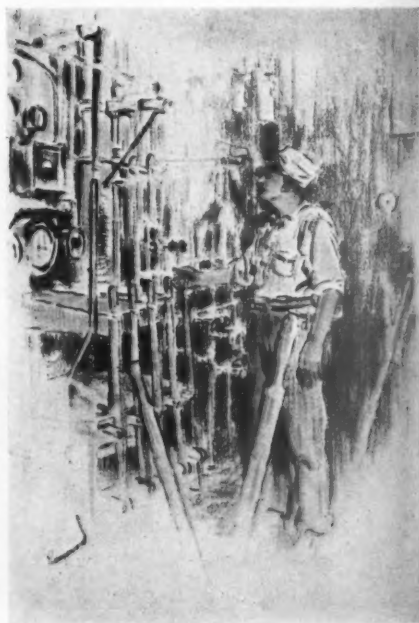
Its outward appearance is very striking and most effective, as can be seen from the reproduction of the front cover. And the material and arrangement of the contents within are as effective in carrying out the purpose of the book, as are the covers. This purpose, to quote from the foreword, is: "The Peoples Gas Light & Coke Company of Chicago issues this Year Book especially for the information of its stockholders, its employees and its customers, as well as for the information of all others who may be directly or indirectly interested in the company's affairs."

"Included in the book is an annotated analysis of the company's balance sheet for 1923 (the financial statement as pre-

sented in the company's Annual Report) which should be easily understood by those least acquainted with formal financial statements.

"Space limitations have excluded much that would have been interesting and desirable in these pages; but perhaps the salient facts of the past year, as sketched here, will serve to suggest the greater future of this great property."

Contained in its forty pages, besides the financial statement, are many interesting facts concerning taxes, gas sales, send-out, rates, plant and main capacity increases, examples of industries profiting by the use of gas, the Peoples Gas Stores, the company's relations with customers, architectural and home service departments, and education and social work within its own "family."



An illustration

Specifications and Testing of Gas Appliances

N. T. SELLMAN, Assistant Secretary-Manager, American Gas Association



N. T. Sellman

THE GAS APPLIANCE situation is continually being discussed by hundreds of people outside of our industry. Doctors, health officers, law-makers, government bureaus, etc., are interesting themselves in the safety features relating to gas utilization, particularly for domestic uses. Their interest is both helpful and harmful as evidenced by the laws, codes and publicity which come to our attention every day. It is helpful only when these laws, codes or publicity show knowledge and careful thought on the subject. But, unfortunately, this is only occasionally the case. More often both the knowledge and careful thought have been lacking and the results, therefore, become distinctly harmful. The problems involved in gas utilization are quite complex and

it is logical that the man who specializes and makes a certain problem his life's work is best qualified to solve the difficulties that are encountered. The ills of mankind are cured by consultation with the doctor who has specialized in the intricacies of the human body. Why then should not the remedies for gas utilization ills be prescribed by the specialist on this subject?

Utilization Problem Is Complex

As I have just stated, the utilization problem is complex; this is due to the varied interests involved. There is the manufacturer of the gas appliance, the appliance dealer, the gas company and the consumer. Each one of the above mentioned is contributory towards good or bad gas service. The manufacturer must make a good appliance both as to design and material. The dealer should limit his sale to properly constructed appliances and ascertain that they are adjusted to meet the conditions prevailing at the consumer's premises. The gas company should render such service that no harmful changes in consumption are possible on a reasonably well constructed appliance. The consumer must use reasonable care and intelligence in operating the appliance.

There is no doubt as to the responsibility that each group must share in this utilization problem and there is a similar share of interest necessary from these groups in the development of standards and the establishment of safety requirements for the purpose of bettering existing conditions. No one group can act independently of the others and arrive at a recommendation that will be fair

to all and at the same time accomplish the purpose intended.

What Is Proposed

This fact has always been recognized in the preparation of standard specifications of the American Gas Association. If there has been any lack of proper representation it has been from the consumers' group. This is, however, only from a theoretical viewpoint, as all of us are consumers and our families and friends constantly keep their viewpoint before us. It is better, however, that the consumer be represented by a group which will, in public opinion, stand forth as having no interest other than the consumers. We, therefore, propose to develop all requirements relating to safe utilization of gas in cooperation with such public organizations as the U. S. Bureau of Standards, the U. S. Bureau of Mines and the U. S. Public Health Service.

Standards and specifications as to construction and performance other than those which appear to have a direct effect on safety are not of equal importance in the minds of the people who are not directly in our industry. This is a fallacy and marks a sharp distinction between the activities of those in the industry and those outside the industry. Tests are conducted on new sample appliances which are clean and adjusted to best meet the test condition. It is naturally of equal importance that the appliance be so constructed that usage will not alter its ability to operate continuously in a satisfactory manner. Assurance that this will be the case necessitates that consideration be given to structural details, such as material, gauges, methods of assembly, accessibility for inspection and cleaning, etc.

The safety requirements which I have referred to at various times are very often limited to CO production. Impor-

tant as this consideration may be it does not constitute the only possible hazard which should be investigated if we are to draw a distinction between safe and unsafe appliances. Explosion and fire hazard probabilities are important and must be considered along with the other phases.

I have just mentioned a few of the factors which make the gas utilization problem so complex that it requires the cooperative study of all interests, but under one guidance and with one objective. Just the fact that the problem is so polyphase has made it difficult to proceed rapidly. Many people within our industry have from time to time enthusiastically advocated the establishment of a central testing laboratory but it was not until this year that the idea gained sufficient impetus to probably become a reality.

Needless to say, the success of all standardization work depends on the support it receives from the people whom it affects. The standards already established, such as the Range and Tubing Specifications, have not received the full support that they deserve from the industry, and consequently they have not appeared to fully serve the purpose for which they were intended. Some interests outside the industry, such as the Metropolitan Life Insurance Company and the Good Housekeeping Institute, use the A. G. A. Specifications in full as their standard. This is more than most gas companies can claim. I mention this because the Central Testing Laboratory will have to enjoy the support and cooperation of the entire industry in order to be successful.

The integrity of the proposed A. G. A. laboratory must be maintained above all other considerations and it is therefore important that all methods of test for the final approval or disapproval of an

appliance be so clearly defined that they can be checked or reproduced by any one sufficiently interested. It is proposed that the methods of test be divided into two groups. First, the tests for safety from CO liberations and second, all other tests such as rating, efficiency, construction and other safety requirements. The first set of tests should be established from the research findings at the Bureau of Standards in cooperation with the A. G. A., the Natural Gas Association of America and others. The second set of requirements should be fixed by a group similar to the present Committee on Standardization of Gas Appliance Specifications with the possible addition of the U. S. Bureau of Standards. The laboratory should have a small advisory committee consisting of all the interested groups which will inspect the working organization at least once a year and which should also act as a referee in the event of disputes.

What Has Been Done

The foregoing describes briefly what we hope to do. I will now discuss what has been accomplished. The first committee was organized for the purpose of establishing specifications well over fifteen years ago in the American Gas Institute. In 1913 a committee of the N. C. G. A. completed and printed the first gas range construction specification; this has been revised several times and last year it was augmented by a complete set of performance requirements. A standard of performance as well as a suggested design was submitted for the adjustable gas range cock.

In 1920 gas fixtures were standardized and in 1921 performance requirements were established for gas tubing. Last year tentative codes were completed for the purpose of providing a standard

method for testing and rating steam boilers and unvented gas steam radiators.

You will note that in some cases the standards are for construction and in others for performance. The latter type will always predominate as only in a few cases is it possible to establish constructive requirements without retarding progress and development. This must of course be avoided and fortunately it is usually sufficient to fix requirements of performance which include safety, strength, durability, speed of operation, etc., and that insure satisfactory construction and so can readily be used as a basis for distinguishing the good from the bad.

Two sub-committees are at work this year on the preparation of specifications for room heaters and water heaters. Specifications on both of these subjects must of necessity be largely based on performance requirements.

The Support Needed

There are at the present time about forty range manufacturers who make either one or all of their types of stoves according to A. G. A. requirements. There are many gas companies and other agencies that buy only those appliances which conform to our specifications. Frankly, I think that we have accomplished a great deal when we consider that the recognition of this standard has been brought about through no agency other than the honor system. Those who buy and make stoves on this basis are doing so only because they see the merits and as yet very little inspection or police work has been necessary.

This should finally bring about a condition in which the range manufacturer who makes a good stove and refuses to skimp his product will be in no danger of losing business because of his honesty.

I hope that the day is not far off when the manufacturers cannot say that some gas companies buy goods inferior to those purchased by many dealers.

The proposed A. G. A. Laboratory will add the necessary punch to specifications which has been lacking to date and I can foresee a bright future for the manufacturer of appliances, the dealer, the gas

company and the consumer by a close observance to the findings of such a laboratory. The public must be educated to ask for standard appliances and the dealer and gas company must install them according to approved methods. This is all that can be done in a practical way towards eliminating those accidents which may be avoidable.



A. G. A. Invited to Pacific Coast

The following letter speaks for itself. And in addition, it has been augmented and warmly seconded by gas companies and associations in the far west in large numbers. What does our membership think of it?

Mr. J. B. Klumpp,
President American Gas Association,
Philadelphia, Pa.

My dear Mr. Klumpp:

It affords me great pleasure, through the Action of our Board of Directors, to invite the American Gas Association to hold a Convention on the Pacific Coast at a conveniently early date.

An increasingly large number of commercial and fraternal bodies are finding it not only convenient and pleasurable, but of great value to their organizations to hold conventions in the far west.

In our chosen craft the men of the Pacific Coast have lent no mean aid to the advancement of the art. We believe that a Pacific Coast Convention will not only attract a large representation and be a distinct advantage and profit to the men on the Pacific Coast but that it will be very beneficial to your honored body as a whole and will tend to more closely affiliate the industry all over the country and will also gain for your Association many new and valuable members.

The present administration in our own local body is working in very close touch with your parent body and it is our earnest desire to more firmly cement these relations.

May I therefore beg that your honorable body take this matter up and discuss it from its several angles and without due haste give the subject very careful consideration to the end that a favorable decision shall be reached.

A warm welcome awaits you here.

Cordially yours,
H. R. BASFORD,
President.
Pacific Coast Gas Association.

Grover Cleveland's Pet Lamp Post Rescued from City's Dump Heap

WHAT IS PROBABLY the most famous lamp post in America, with a history stretching back more than ninety years, has been rescued from New York City's dump pile and restored to usefulness on Broadway in the heart of the theatrical district. In anticipation of the forthcoming Democratic convention in that city, the lamp post, which is of the old fashioned open flame gas burner type, has been connected with the city mains and is burning day and night near the corner of Thirty-ninth street, where it stands as a reminder of other, and possibly better, days.

For it was this same lamp, as has been verified by the official numbers stamped on the bottom, which stood in front of the famous Hoffman House cafe at Fifth avenue and Twenty-fourth street when that dispensary of departed spirits was the headquarters of the Democratic party at the time Grover Cleveland paved the way to the White House. Under its flickering rays—and those open-flame burners were considerable flickerers—Cleveland himself read the reports of his campaign; and its stanchion was the favorite support of the late Richard Croker, erstwhile boss of Tammany Hall, who rallied his supporters there to discuss pending legislation or other matters before retiring, as customary, to the Hoffman bar.

This, however, was only one of two rival rallying points in this locality. Around the corner, directly across the way from the Fifth Avenue entrance of the Hoffman House, was the Republican lamp post, which stood in front of the Fifth Avenue Hotel, headquarters of Tom Platt, Theodore Roosevelt and other

old guard luminaries. Hasty conferences, guarded messages carried across the street from one lamp post to the other, affairs of state in the gleam of gas light—the scene is full of historical suggestion.



As it stands today

The Hoffman House Lamp post, incidentally, was one of the last of its kind left standing in New York, being superseded, before the coming of electric street lighting, by Welsbach burners, which eliminated the flicker and increased the incandescence to a strong, steady, white light. The old open-flame burner was turned on and off by pulling down a

small chain inside the lamp. This factor was of great assistance to burglars and an embarrassment to policemen. Whenever a burglary was committed, the thief would turn out the light as a signal to his lookouts and confederates that the job was over and the coast was clear. The patrolman on his beat would know, as soon as he noticed the dark street, that a crime had been committed. But he knew also that it was no use to investigate, for the birds had flown.

This historical landmark, which is trying to compete with the great illuminated signs of Broadway these evenings, was

dug out of the municipal junk heap by Carle Carleton, theatrical producer, recently appointed chairman of the entertainment committee for the Democratic Convention. Mr. Carleton has placed the lamp post in front of the Casino Theatre, itself one of New York's historical structures, where his new production, "Paradise Alley," is now playing.

It is reported that Henry Collins Brown, director of the Historical Museum of New York, has applied to Mr. Carleton to have the lamp post placed in the museum after the convention is over.



Association is Big Help to Consumer

THAT IS THE HEADING of an article which appeared in the Harrisburg (Pa.) "Telegram" on April 3. The article said:

"There is an organization known as the American Gas Association. Its headquarters are in New York City. Its membership is composed of men and women employed in the gas industry. A number of employees of the Harrisburg Gas Company are members. One of them was asked to tell something about the A. G. A. He said:

"The American Gas Association exists not merely for the benefit of gas companies. It maintains that the best way for gas companies to seek prosperity is to obtain the confidence and good will of their customers.

"For this reason the Association devotes a great deal of its efforts toward finding out what kind of service and what standards in regard to the design and construction of appliances will be best for the customers. Having determined these things, the Association expects its members to adhere strictly to its findings."

Speaking of standard specification appliances it said:

"The manufactures who adhere to these specifications are entitled to have their products listed as approved by the gas companies selling them. This is a great protection for the customer. Inferior appliances can be bought for less money, but it pays to buy those made according to A. G. A. specifications. These are the only kind sold by our company."

It is always nice to hear complimentary things said about you although sometimes we will not admit that it pleases. Along these lines the following quotation from a letter received at Headquarters from the General Manager of a certain gas company strikes us as worth repeating. It is:

"Please send application blank. I would like to be a member of your wonderful organization."

GENERAL

CHAIRMEN OF GENERAL COMMITTEES ORGANIZED TO DATE

Accident Prevention—F. W. FISHER, Rochester, N. Y.
 Amendments to Constitution—WM. J. CLARK, Mt. Vernon, N. Y.
 American Engineering Standards Committee, Representative on—A. H. HALL, Cambridge, Mass.
 (Alternate Representative) W. J. SHERRILL, Philadelphia, Pa.
 Award of Beal Medal—J. B. KLUMPF, Philadelphia, Pa.
 Chamber of Commerce—R. B. BROWN, Milwaukee, Wis.
 Cooperation with Educational Institutions—W. G. GRIBBEL, Philadelphia, Pa.
 Customer Ownership—CHAS. A. MURRON, Chicago, Ill.
 Education of Gas Company Employees—B. J. MULLEN, Chicago, Ill.
 Finance—JAMES LAWRENCE, New York, N. Y.
 Gas Code—W. R. ADDICKS, New York, N. Y.
 Gas Standards and Service—R. B. HARPER, Chicago, Ill.

National Fire Protection Association—R. S. DOULL, New York, N. Y.
 Nominating—H. A. NORRIS, Boston, Mass.
 Rate Fundamentals—H. M. BRUNDAGE, New York, N. Y.
 Representation on National Joint Committee of Public Utility Associations—D. D. BARNUM, Boston, Mass.; R. B. BROWN, Milwaukee, Wis.; H. L. DOHERTY, New York, N. Y.; A. FORWARD, New York, N. Y.; C. H. GRIFF, Philadelphia, Pa.; J. B. KLUMPF, Philadelphia, Pa.; A. P. LATHROP, New York, N. Y.; CHAS. A. MURRON, Chicago, Ill.; WM. L. RANSOM, New York, N. Y.
 Standard Gas Appliance Specifications—W. T. RASCH, New York, N. Y.
 United States National Committee of International Commission on Illumination, Representatives on—HOWARD LYON, Gloucester, N. J.; E. H. EARNSHAW, Newark, N. J.; G. G. RAMSDALL, New York, N. Y.

The Customer's Point of View

WILLIAM F. DOOLITTLE, Correspondence Adviser for The Peoples Gas Light & Coke Company, Chicago, Illinois.

NO FAR STRETCH of the imagination is required to comprehend the customer's point of view in business correspondence. Point of view is the thought or the idea or the picture that lurks in the back of a person's mind. Common sense analysis of a customer's letter will disclose what was in his mind when he wrote the letter.

A man writes a business letter because he wants something. Every business letter is written for a purpose; usually the purpose is profits in dollars and cents. A business transaction has two sides. If a correspondent can not see both sides, he should not open his mouth to dictate, until he can. Failure to grasp the customer's viewpoint may cause the loss of time and money, and unnecessary inconvenience.

The brief letter below is a fair sample of ordinary requests received every day

by gas companies. These simple requests mean a great deal to the people who make them. Every little detail is important to the customer. Read the letter carefully; analyze it. Can you discover what was lurking in the mind of the writer?

"Gentlemen:

Please send me a gas bill for this month. Do I have to come down to your office to pay the bill? My wife is ill and I am working every day.

Yours truly,"

A young correspondent was asked to analyze the letter, give the customer's viewpoint, and write a reply.

"The letter is very simple," said he. "It has only one point of view. The man wants a bill and he wants to know where he can pay it. I'd send him a duplicate bill and tell him he could pay it with a money order or check, or at one of our branch stores."

Here is a copy of the letter written by the young man.

"Dear Sir:

Inclosed find duplicate bill as requested. You may pay this bill by check or money order or, if you prefer, at any of our branch stores.

Yours very truly,"

The same problem was presented to an experienced correspondent for analysis.

"That letter," said he, "is from a man who apparently has not lived long in this city. Perhaps, because he has left the payment of household bills entirely to his wife, he is not familiar with the many conveniences provided by the gas company for its customers. He may be a laborer, a mechanic or a clerk. He may be a brick layer earning fourteen dollars a day. What concerns him most is how he can pay a three dollar gas bill without losing a day's pay. I'd tell him *when* and *where* and *how* he could pay the bill, and let him take his choice. As a matter of courtesy, I'd extend the net payment period. Maybe we failed to deliver the bill. Who knows?"

Here is a copy of the letter written by the experienced man.

"Dear Sir:

"The gas bill requested in your letter of October 19 is inclosed. You need not come to our main office to pay this bill. It may be paid at any of our branch stores or sub-stations without extra fee.

"You will find the branch stores listed on the back of the bill; they are open from 8:30 to 5:30, except Thursday and Saturday, when they remain open until 9 p. m. Our sub-stations are located in hardware stores throughout the city. They display signs which read 'Gas Company Sub-Station. Pay bills here.'

"Gas bills may also be paid at any American Express Company agency for a fee of five cents. These agencies will be found in drug stores in every neighborhood.

"You may, of course, mail a check or a money order to our main office if you prefer.

"We have extended the net payment period as shown by the date stamped on the coupon of the bill, which allows ample time to pay the bill in the net amount.

Yours very truly,"

The young correspondent did not put himself in the customer's place. He did not see what was in the customer's mind. He did not give sufficient information because he did not grasp the customer's point of view. The experienced correspondent anticipated the customer's questions and answered them beforehand. He made it *easy* for the customer to pay his bill.

Saturated with Routine

A great many correspondents are saturated with routine. That is one reason for not grasping the customer's viewpoint. It is so easy, when you are on the inside of the gas business, to become so familiar with what you say, what you sell, and what you do, that you imagine other people know what *you* know. Or maybe what you say, day after day, gets to be commonplace to you through much repetition and you decide to eliminate explanations. Because *you* assert that a thing is so, it does not follow that your reader is greatly concerned about it. You must appeal to *his* viewpoint and convince *him* that it is so.

The customer wants specific facts that will be of real assistance to *him*. It is dangerous to assume that he will read between the lines; moreover, people will not always tell you that they do not understand. They have a little pride about confessing what may seem to be slowness or stupidity. A customer who does not understand your letter, and will not tell you that he does not understand, will never become reconciled to your service

policies. He has not been placated. He is a doubting Thomas. The slow fire of ill will, which should have been extinguished with a tactful letter, still smolders. Smoldering fires are hazardous.

Put Yourself in the Reader's Place

Imagine that you are the *reader*. See things from *his* side of it for a few moments. View them from *his* angle. Consider *his* likes and dislikes. Take the thing home to yourself. Therein is the secret of all successful salesmanship, all debate, all argument, all letter writing.

What does *he* want to know? Not what you desire to tell him.

What facts about the merchandise, the transaction, the venture or the deal are likely to interest *him*? Not why you are enthusiastic about it.

Why is it for *his* welfare to settle the account? Not why you need the money, or why you have a right to a prompt payment.

What advantage is *he* to derive from buying? Not what are your capacities for supplying him.

Your reader is a subject of suggestion. If you tell him something about the gas business that he should know, but does not, the idea appeals to him. It is the forerunner of a favorable decision on his part.

Cater to the self-interest that is in all of us. This is not flattery. It is a sensible recognition of a very human trait.

Creative Viewpoint

The man who can discover points of view and embody his thoughts in forceful and attractive language is always sure of a hearing. If he can select out of the large masses of material he has at hand just the facts that are needed, and can present them deliberately and with amenity, his points of view will be con-

vincing and effective. He will create his own viewpoint in the minds of others. The keen, alert mind will sometimes apprehend another's point of view at the very outset. If, however, as the conversation progresses, the point of view remains obscure, the subject can be surrounded with questions; leading questions if necessary.

But the correspondent does not have these advantages. He cannot interrupt to ask questions. He has only the customer's letter before him. In some minds *viewpoint* is adroitly and purposely concealed; others lack the facility of expression with which to reveal it. If the viewpoint is not apparent in the customer's letter, the correspondent must *read it into the letter*. He must create it in his imagination. It can be done. Plato said: "Whosoever seeketh, knoweth that which he seeketh for in a general notion; else how shall he know it when he has found it."

Some gas companies create favorable viewpoint at the very outset of business relations by sending good-will letters to new customers. This is a commendable idea. The company should see to it that a new customer's first impressions are good ones, for these first impressions form a general viewpoint of the character of the company.

First impressions, whether good or bad, become firmly fixed in the human mind. It is not easy to dislodge them. If a customer's first viewpoint is favorable, he is likely to begin his business relations with a feeling of good-will, a feeling that the company values his patronage,—that it is concerned with his interests, and that he is a person of some importance in the community, at least from the gas company's point of view. Good first impressions create favorable viewpoint which later develops loyalty.

The Peoples Gas Light and Coke Company of Chicago incloses a pamphlet with the good-will letter it sends to new customers. The pamphlet answers many questions that naturally present themselves to strangers in a strange land, and to the "Newlyweds" who have not used gas before.

Here is a copy of the letter used by the "Peoples" Company.

"Your application for gas service was received a few days ago, and an account has been opened for you on the books of the company.

"We are glad to welcome you as a new customer and to place the full facilities of our large organization immediately at your service. We aim, not only to furnish gas service, but to inform our customers, if they so desire, how to get the best results from the gas they buy. Nothing in the world can be so easily wasted as gas, but properly used, there is nothing so convenient, efficient and economical.

"If there is anything you wish to know in connection with our service, do not hesitate to write, or call us up. Our telephone number is Wabash 6000. We will furnish you expert advice on anything from a small cooking operation to house heating or highly technical heat treating processes, involving the consumption of large quantities of gas.

"The small pamphlet inclosed gives valuable information about Chicago gas service. You will find it interesting and useful.

Yours very truly,"

These questions are answered in the pamphlet that accompanies the foregoing letter.

1. How can I use gas economically for cooking?

2. How can I increase the efficiency of my domestic gas appliances?

3. How may I be sure of getting efficient and economical gas burning equipment for my home?

4. Does the gas company repair gas appliances?

5. How do I figure my gas bill?

6. If I lose my gas bill, where may I obtain a duplicate?

7. When is my bill due? How much time is allowed to pay the bill, net?

8. Where can I pay my bill?

9. Must a new customer put up a deposit to secure the payment of bills?

10. Where can I secure some cooking recipes and information about preparing special dishes?

11. Does the gas company make any reduction in the price of gas used for heating houses, stores, factories, etc.?

12. Where can I secure information regarding the use of gas for industrial purposes?

13. How is gas made?

14. How shall I give notice when I move?

Viewpoint Can Be Changed

It is possible for a customer's viewpoint to undergo four changes: First, from good to bad. Second, from bad to good. Third, from good to better. Fourth, from bad to worse. Viewpoint is plastic. Correspondents have much to do with the molding.

Clearness of expression in letter writing irons out many unsightly wrinkles. Some correspondents think clearly, but do not write clearly. They understand themselves, but do not express their ideas so that others understand them. Then trouble starts. The customer's viewpoint is changed.

Consider this situation: A customer received a bill for a period covering one month plus eight days. The amount of the bill was one third larger than usual; consequently, an explanation was requested. Here is an excerpt from the correspondent's reply:

"On checking over your account we would direct your attention to the extended period of time covered by the bill; namely, from September 14 to Octo-

ber 22, one month and eight days. This would naturally cause the following bill to be larger."

If you were a customer who complained about an increase in your bill, what would be your impression if the gas company informed you that your following bill would be larger?

That word "following" played havoc with the letter. The thought in the dictator's mind was that the current bill (the bill the customer complained about) was for one month plus eight days, consequently, it was proportionately larger than a bill for only one month. But the dictator did not express that idea. Moreover, he lost an opportunity to conciliate the customer, for he could have said, "The following bill will probably be smaller, because it will cover a period of one month *less* eight days."

The use of injudicious argument, especially in adjustment letters, will often affect a customer's viewpoint. Note the idea used in the following paragraph:

"Dear Sir:

If you will consider the use made of the appliances during the period covered by your bill, we feel sure you will agree that you have not been overcharged."

That paragraph seems logical. It is all right from the company's viewpoint, but what of the customer's point of view? Read his reply and note the reaction:

"Gentlemen:

Do you think, for one moment, if I had not considered the use of my gas appliances during the period covered by your bill, that I would have taken the trouble to write you about the bill? That consideration was the very thing that caused me to complain. We were out of the city for ten days."

Misuse of words causes ambiguity and confusion. Sometimes wrong words

make a letter abstruse, often ridiculous. Errors distract the reader's mind from the real purpose of the letter. Observe the inconsistency in the two following paragraphs:

"Please refer to your invoice S-5986 of November 1, covering car S.D.R.X. 5839, remittance covered by our voucher No. 13622, also your invoice S-5766 covering car S.D.R.X. 6839, remittance covered by our voucher No. 12373.

"In checking over our records we find that your invoice S-5766 covering car S.D.R.X. No. 6839 never came forward."

The first paragraph states that invoice 5766 was paid with voucher No. 12373. The second paragraph states that the invoice never came forward. How is the reader to reconcile these two ideas? The dictator means that the car No. 6839 (not the invoice) never came forward.

Analysis for Viewpoint

Analyze your letters for a month. In making your analyses use a little psychology, a little consideration for the rights of others, and a large measure of common sense. You will be astonished to find how much you are leaving out of your letters that should go in, and how much you are leaving in that should go out.

When you write a declarative sentence, decide in your own mind quickly just what your reader would ask about your statements if he were conversing with you. Surround the subject with questions, and answer them beforehand. If you have developed a correspondent's imagination, you will hear the customer saying, "When? Where? Why? Who? Which? How much? At what time? At what place? Why must I do this? Why is that so?"

Do not stop when you write, "Your bill for last month was paid twice: there-

fore, we have credited your account with \$1.23." Go on! Tell the rest of it! The customer does not give a fig about your routine for crediting accounts. *He* wants to know when *he* will get *his* \$1.23. If you say, "We have credited your account with \$1.23 and will deduct this amount from your next bill." you are saying what the customer wants to hear. *Crediting the account* is your viewpoint. *Deducting the amount from the next bill* is the customer's viewpoint.

After you have analyzed your letters for a short time, you may conclude that you have been "talking a great deal, but not saying much," that is, not saying much that the customer wanted to hear. Perhaps you will decide to reorganize your letter writing principles. If you do, give a great deal of consideration to the customer. You will never be a good correspondent until you can see the *customer's point of view*.



Our Educational Booklets

THE COMMITTEE ON EDUCATION of Gas Company Employees under whose jurisdiction the four educational booklets, "The Story of Gas Manufacture," "The Story of Gas Distribution," "The Story of Gas Utilization" and "The Story of Gas Service," are being prepared, have decided to add a fifth booklet to this group.

This will bear the title of "The Story of Gas" and will be published in advance of the set of four. It will cover in a

general way the whole gas industry and is to serve as an introduction or fore-runner to the main books. Its style will be popular and its material will be based on that contained in "The History and Development of the Gas Industry" as published by the Illinois Committee on Public Utility Information. In this way it is hoped to bring the four educational booklets more forcibly to the attention of gas company employees and, in a sense, to stimulate their use when issued.



Franklin Institute's Centenary

THE FRANKLIN INSTITUTE will celebrate its centenary on September 17, 18 and 19 in Philadelphia. The American Gas Association has received an invitation to participate which reads in part:

"On March 30, 1824, the Governor of the State of Pennsylvania signed an act incorporating the Franklin Institute of the State of Pennsylvania for the promotion of the Mechanic Arts, and we, in memory and in recognition of those

who in this and other lands have devoted their efforts during the past one hundred years to the discovery of physical laws and their applications, have resolved to celebrate the centenary of the signing of this act and cordially invite your participation. Particularly it is hoped that you will appoint a representative."

The Association has accepted the above invitation and will be represented by President J. B. Klumpp.

How Our English Cousins Do It

WE ARE INDEBTED to the Gas Journal (London, England) for the illustrations and description of the "All-Gas Flat" fitted out and maintained by the South Metropolitan Gas Company as shown here.

"Gas for everything is the dominant note of the display, and in every application it is obvious, even to the most casual observer, that the use of gaseous energy spells efficiency, cleanliness, and a sense of comfort unattainable at reasonable cost by any other fuel.

"The flat contains a kitchen large enough to be used as a demonstration



Demonstration Room

room, dining-room, bedroom and bathroom, all delightfully decorated, and calculated to form the most pleasing setting to show to the best advantage the various gas appliances installed.

The Demonstration Room

"This is a remarkably good example of space economy, and shows what can be done by installing gas-heated kitchen appliances. Each afternoon with the exception of Thursdays and Saturdays, demonstrations are given, and these are well attended. Further to stimulate in-



Drawing Room

terest in the use of the gas-cooker, the company has arranged monthly cooking competitions, which are open to all consumers in their area of supply.

The Dining and Drawing Rooms

"The illustrations give a good idea of the beauty and appeal of these two rooms. In each case the fire is enameled to match the underlying tone of the color scheme, and the fittings are in keeping with the general decorative charm, to which they add. The mellow gas light falls softly on the furniture and decorations, creating in the room a warm, soothing atmosphere.



Dining Room



The Bedroom

The Bedroom and Bathroom

"From the illustration readers will be able to appreciate the simplicity and effectiveness of the bedroom. A noticeable and popular feature is the incandescent night-light. It provides a soft, steady light which is in no way disturbing, and by which it is possible to discern objects and read the time. The bathroom suggests the very essence of cleanliness.

Educational Value

"There is also an educative value in the display, which will have far-reaching results. On little tables, and on the mantel pieces, are booklets dealing with interesting gas topics. A neatly framed description is placed by the side of each

appliance; and in every case the tested performance is stated, so that anyone can work out for himself the cost of running.

Increasing the Goodwill of the Industry

"Sufficient has been said to give some idea of the nature of the service suite, which is daily increasing the goodwill of the gas industry, and is implanting in the minds of thousands of the public—who in time pass on their impressions to others—that such notions, as that gas is injurious to decorations, or that it cannot be used efficiently for this or that purpose, are not warranted by fact. Altogether, the South Metropolitan Gas Company have four all-gas flats of the type described in their area of supply."



The Bathroom

❖ ❖ ❖

Our First Aid Booklet

The Association's booklet, "First Aid and Resuscitation in Gas Asphyxiation," is still in demand by various organizations throughout the country. Recently copies have been requested and sent to the Police Department, Louisville, Kentucky; the Warren County Chapter of the American Red Cross for distribution to the Lebanon, Ohio, Fire Department; and to the Woman's Medical College of Pennsylvania where they were used in connection with a demonstration of the oxygen + CO₂ and the Prone Pressure methods of resuscitation before students and physicians. In every case the letters of acknowledgement lay stress upon the value of this publication.

How "Flue Connected" is Sometimes Construed

THERE IS ALWAYS more than one way of skinning a cat, as the saying goes. And so it is with laws and ordinances and regulations.

We know that certain classes of gas appliances, appliances whose operation is wholly automatic, for instance, should be flue connected. We also know that when appliances are installed in some locations, such as sleeping rooms and bathrooms, etc., flue connections are necessary. These facts the gas companies take into consideration when making such installations and, in some cities, ordinances have been enacted to assist in this proper installation.

But, as we said in the beginning, there are many ways of skinning a cat. No



Another glaring example of living up to the letter of an installation requirement.



This is the installation of one heater to meet the "flue connected" requirement

matter how thoroughly worded the ordinance may be, and no matter how conscientious the companies are in living up to it, many and devious means are concocted by outside parties to evade the purpose of such rules and yet seemingly live up to the letter of them. And some of these instances are weird and strange, —so weird as to be most interesting.

Take the case of the installation of two radiant type heaters, pictures of which are shown here. In both cases the "flue" was made of the mouthpiece of a speaking tube,—the old fashioned method of communication with the janitor below stairs who was summoned to his end of the tube by a vigorous blowing of the whistle in the mouthpiece,—and sec-



The other end of the "fue"

tions of the tube itself leading into a hole in the wall. This "hole in the wall" happened to come out just above the roof of the adjoining building where it was terminated in a tin plate nailed to the brickwork and with scattered punchings to serve as outlets for the products of combustion.

Fortunately, we believe that this is an extreme case but it goes to show to what lengths the installation of appliances may go where the parties making the installation cleverly "skin the cat" and, in so doing, place gas service in a position where it might easily be greatly harmed and unjustly condemned. And all in spite of an ordinance designed to prevent. Which goes to prove that it is not laws that are needed but education and the use of common sense.



The display of A. G. A. activities and literature which is being made at meetings of our affiliated associations.

Concerning Depreciation

IN VIEW OF the widespread interest in the subject, the Consolidated Gas Company of New York has published, in the form of a brochure entitled "Concerning Depreciation," the testimony given by the late Robert A. Carter before the Interstate Commerce Commission on November 19, 1923, in the proceeding known as Docket No. 15,100. The pamphlet, of which copies may be obtained on request to H. M. Brundage, Secretary of the Consolidated Gas Company, contains also excerpts from the testimony of other well known witnesses who testified before the Commission during the same week, in behalf of the railroads and public utilities.

In a prefatory note, the pamphlet says:

"During the week of November 19, 1923, hearings were held before the Interstate Commerce Commission (Docket No. 15,100) with reference to certain proposed accounting regulations which had been tentatively formulated for steam railroad corporations, pursuant to provisions of the 1920 amendments to the Interstate Commerce Act.

"Leaders of the railroad and public utility industries of America testified at these hearings. Practically without exception, these witnesses criticized and objected to the proposed accounting regulations on the ground that they embodied unsound and unworkable theories on the subject of so-called 'depreciation.'

"The assumptions of fact on which the 'accrued depreciation' theory is based were rejected and refuted by the experience of men of long practical knowledge of the actualities and the realities of the public-service industries.

"The opinion was advanced that the provisions of the Transportation Act had been designed to ensure, among other things, reasonable rates, through preventing the inflation of operating expenses by the inclusion of estimated accruals to cover unnecessary elements, and that the

pertinent provisions of the Transportation Act accordingly empowered the Commission to limit and restrict to the actual and reasonable necessities the provision for retirements of property, but did not require or empower the Commission to put public service companies 'in a strait-jacket' or to set up, in the guise of an accounting mechanism, an economic theory which would in itself compel the carriers to burden their rates with charges to accumulate unnecessary and useless reserves.

"Mr. Robert A. Carter testified on behalf of the Consolidated Gas Company of New York as an intervenor, on Thursday, November 22, 1923, and demonstrated that the tentative system proposed by the Depreciation Section of the Commission would mean an increased and unnecessary burden upon the patrons of railroad service.

"The National Electric Light Association and the American Gas Association had each likewise intervened in the pending proceeding, because of the great interest of all public utilities in the maintenance of reasonable rates for the transportation of coal, oil, steel, iron, brick, and all the other materials which they have to buy and use.

"The public utilities of the country thus had a two-fold interest, in behalf of their patrons, in the establishment of sound accounting rules on this subject: They wished to avoid the burdening of their operating expenses, and so their rates and patrons, with any unnecessary charges for railroad transportation, and they did not wish a precedent created which, if carried also into the public utility industries, would be disadvantageous to their own patrons and investors alike.

"Each of these two great national public-service associations called witnesses to the stand, who testified strongly to facts, and expressed emphatic opinions, adverse to the fundamental concepts on which the tentative accounting regulations of the Depreciation Section of the Commission were based.

"Mr. Carter's testimony before the Commission was one of the clearest presentations he ever made of his economic views of utility policy and the conclusions of his long experience. His testimony embodied a clear and forceful statement of views in the advocacy of which he had been a pioneer but which had now found many adherents, in the testimony of other witnesses before the Commission during the same week.

"This occasion also represented Mr. Carter's last appearance on the witness stand, as he died on February 4, 1924.

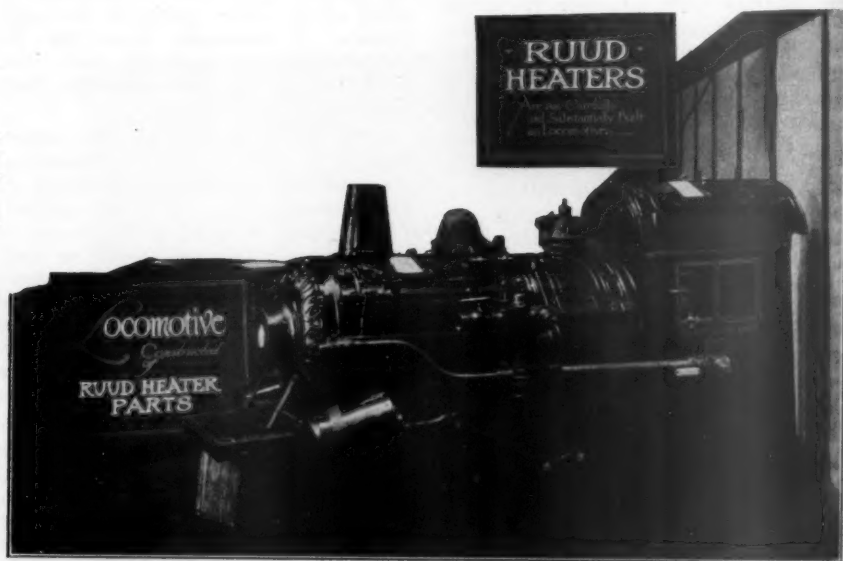
"In his testimony before the Commission, Mr. Carter made clear his view that, in most if not all instances, the reserves accumulated by carriers for so-called 'depreciation reserve,' would appear clearly that these accruals were segregations of surplus, made well within the limits of a fair return upon the value of the property devoted to the public service. Mr. Carter thus made it clear that he was not attacking any railroad rates as too high, but only that he objected to accounting regulations and practices which produce

an unsound statement of the situation and lead to the inclusion of unnecessary and improper charges in the operating expenses.

"The testimony of Mr. Carter was in detailed support of the views and recommendations above summarized. He had prepared to support his testimony, if occasion should arise, with confirming citations and quotations from the decisions of Courts and Commissions. So far as practicable, this material has been incorporated as foot-notes, with the addition of references to several cases subsequently decided."

The question of the proper basis of providing for so-called "depreciation" has been set by the Interstate Commerce Commission for oral argument by counsel, before all of its members, in Washington, on Friday, April 18, 1924.

On this occasion, counsel for the American Gas Association and the National Electric Light Association will participate in the argument.



A clever window display

ACCOUNTING SECTION

W. A. SAUER, Chairman

H. C. DAVIDSON, Vice-Chairman

H. W. HARTMAN, Secretary

MANAGING COMMITTEE—1924

ARMSTRONG, J. J., Toronto, Can. (Canadian)
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 DOERING, W. A., Boston, Mass.
 FRET, H. F., Allentown, Pa.
 HAASE, EWALD, Milwaukee, Wis. (Wisconsin)
 HALL, I. S., Boston, Mass.
 HENNA, J. W., Philadelphia, Pa.
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 JAMES, W. H., Petersburg, Va. (Southern)
 KELLER, A. R., Syracuse, N. Y.
 KURTS, ADAM, Detroit, Mich. (Michigan)
 LAWALL, H. J., Philadelphia, Pa.
 LAWRENCE, JAMES, New York, N. Y.
 MEYERS, W. J., New York, N. Y.
 MURPHY, W. G., Newton, Pa.

PAGE, HOMER, Charleston, S. C.
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 PATTEN, W. H., Newark, N. J. (New Jersey)
 PLATT, C. W., Portland, Ore. (Pacific Coast)
 PORTER, EDWARD, Philadelphia, Pa. (Pennsylvania)
 POTTER, C. F., Newark, N. J.
 REESE, J. G., Baltimore, Md.
 REYNOLDS, A. E., Springfield, Mo. (Missouri)
 SCHMIDT, WM., JR., Baltimore, Md.
 SCORELL, E. C., Rochester, N. Y. (Empire State
 G. & E.)
 SCOTT, J. M., Wilmington, Del.
 SEARING, R. B., Sioux City, Ia. (Iowa)
 SEARLE, A. A., New York, N. Y.
 SHORT, A. F., Providence, R. I.
 TOSSELL, A. L., Chicago, Ill.
 TRACY, F. B., Muncie, Ind. (Indiana)
 WILBUR, A. A., Brockton, Mass. (Gas Sales of N. E.)
 WINTERS, A. C., Chicago, Ill.

CHAIRMEN OF SECTIONAL COMMITTEES ORGANIZED TO DATE

Analysis of Gas Company Statistics—H. J. LAWALL, Philadelphia, Pa.
 Budget—F. H. PATTERSON, Rochester, N. Y.
 Customers Accounting—H. J. FRET, Allentown, Pa.
 Insurance—J. G. REESE, Baltimore, Md.
 Nominating—J. W. HENNA, Philadelphia, Pa.
 Relations With Customers—DeWITT CLIFTON, Worcester, Mass.
 Improving Relations Through Employees Visiting Customers' Premises—W. H. BARTON, Portland, Ore.

Errors, Their Correction and Prevention—J. M. ROBERTS, Chicago, Ill.
 Security Holders' Records—E. MacMORRIS, Philadelphia, Pa.
 Welfare Systems—O. F. POTTER, Newark, N. J.
 State Representatives and Contributions to Monthly—A. L. TOSSELL, Chicago, Ill.
 Uniform Classification of Accounts and Form of Annual Report to Public Service Commissions—W. J. MEYERS, New York, N. Y.

From Portland, Oregon, to Providence, R. I.

THE ATTRACTION of Chicago as a convention center and the enthusiasm which the accountants always bring to their committee work combined to provide an attendance at the group of meetings held in Chicago, March 27 and 28, that was most gratifying both as to numbers and geographic distribution.

These mid-year group meetings have come to be regarded not only as the half way point in the year's work, but as an occasion when the east and west meet each other half way geographically as well as otherwise. Mr. Short of Providence, Rhode Island, compared notes with Mr. Barton of Portland, Oregon, and if they did not agree on all things,—at least

each received the stimulus of a new viewpoint to bring to his work back home.

Five meetings were held in all,—the Customers' Accounting, Analysis of Gas Company Statistics, the Insurance Committee, the Relations with Customers Committee, and the Managing Committee.

Analysis of Gas Company Statistics

The very important subject of statistics is receiving most adequate consideration by a committee composed of statisticians from the leading operating gas companies and holding companies, under the chairmanship of Mr. H. J. LaWall of Philadelphia. Their work will be reported through the following sub-committees:

1. Methods of the Statistician,—to define the scope of statistics, outline the general principles of statistical method and describe methods used in special studies made of economic questions with a view to determining administrative policies.

2. Statistical Report Forms,—to consider recommendations on forms submitted by all agencies to gas companies for the purpose of compiling statistics and to recommend simplification and co-ordination from the following viewpoints:

(a) Minimum items that are necessary to indicate the growth and development of the gas industry from a national standpoint.

(b) To indicate items at present called for or suggest others, that may be readily furnished by member companies without the necessity for records other than those ordinarily kept.

3. Statistical Methods Used in other Industries.

4. Use of Dynamic Statistics in Promotion of Sales.

The Insurance Committee

Mr. J. G. Reese of Baltimore reported that the Insurance Committee was taking up jointly with the N. E. L. A. Insurance Committee the question of rates on Workmen's Compensation and Public Liability Insurance for gas and electric companies. A special sub-committee will report on a new form of insurance designed to cover gas companies for possible damage to the property of others. The report will go very fully into the question of standard forms of fire insurance policies for gas utilities and particularly a standardization of the explosion clause.

Committee on Relations with Customers

Mr. DeWitt Clinton of Worcester reported that meetings of the various sub-committees of the Relations with

Customers Committee indicated that additional phases of this ever interesting subject will be adequately covered in the 1924 report. Errors of Employees, Their Correction, Prevention, will be one of the features of the report. Another sub-committee is making a full study of the organization of employees for employee and customer stock sales campaigns, etc.

Mr. Frey of Allentown reported that more than twenty companies had advised adoption of the system of bookkeeping without books and that modifications of this system as well as other special systems of customers accounting would be analyzed and compared in the committee's report.

Those in Attendance

On Thursday evening an informal dinner was held in the Peoples Gas Light and Coke Company's dining room at which more than ninety committee members from all sections of the A. G. A. were present and listened to brief addresses by Mr. B. J. Mullaney, Major Alexander Forward, Secretary-Manager; and Mr. John G. Learned, President-elect of the Illinois Gas Association.

The following members of Accounting Section committees were present at the Chicago meetings: W. A. Sauer, Chicago, Illinois; H. C. Davidson, New York, N. Y.; J. G. Reese, Baltimore, Md.; G. H. Bourne, New York, N. Y.; C. B. Scott, Chicago, Ill.; R. T. Kendall, Jackson, Mich.; Harry Anderson, Chicago, Ill.; DeWitt Clinton, Worcester, Mass.; J. W. Heins, Philadelphia, Pa.; A. L. Tossell, Chicago, Ill.; O. F. Potter, Newark, N. J.; J. M. Roberts, Chicago, Ill.; W. H. Barton, Portland, Ore.; C. D. Perkins, Malden, Mass.; H. C. Schaper, Milwaukee, Wis.; F. H. Patterson, Rochester, N. Y.; F. P. Dexter, Fall River, Mass.; W. F. Doolittle, Chicago, Ill.; E. J.

Tucker, Toronto, Canada; H. C. Beach, Jackson, Mich.; F. S. Blackburn, New York, N. Y.; G. C. Mathews, Wisconsin R. R. Commission; L. E. Sanderson, Rochester, N. Y.; H. F. Frey, Allentown, Pa.; A. R. Keller, Syracuse, N. Y.; J. J. Armstrong, Toronto, Canada, Edward Porter, Philadelphia, Pa.; Geo. E.

McKana, Chicago, Ill.; W. J. Meyers, New York, N. Y.; A. A. Searle, New York, N. Y.; H. J. LaWall, Philadelphia, Pa.; Wm. Wurth, Chicago, Ill.; A. F. Short, Providence, R. I.; Geo. S. Cremer, Brooklyn, N. Y.; R. H. Knowlton, Philadelphia, Pa.; P. D. Warren, Chicago, Ill.

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An A. G. A. Manual of Procedure

THE EXECUTIVE BOARD has approved the publication of a "Manual of Organization and Procedure for Section Chairmen, Section Secretaries and Committee Chairmen of the A. G. A.," which will be published immediately and distributed to the officers of the Association, to all members of the Executive Board, to all Section Chairmen and to all Committee Chairmen.

This book should prove of great value as a means of bettering the coordination of Association activities and so clearing up the details of procedure of our work as to both increase its effectiveness and greatly facilitate its consummation.

The Preface of the Manual well states its objects: "This Manual is intended to

supplement the procedure laid down in the Constitution and By-Laws of the American Gas Association relating to General and Sectional Committee organization and activities and to act as a guide to Sectional Chairmen, Sectional Secretaries and the A. G. A. staff in the performance of the duties assigned to them. It is designed to be informative on such matters as committee organization, committee procedure, committee reports and their approval, the Annual Convention and the coordination necessary between the work of Sectional Chairmen and Committee Chairmen and that of other Sections and General Committees of the Association."

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"All that the gas industry lost in lighting to the electric industry it has made up in other directions, particularly in domestic heating and cooking and in industrial uses. The primary function of electric power is to supply lighting and to furnish the motive power for industry. In view of the numerous demands upon the electric industry for these purposes, the gas industry need have no apprehension that it will be superseded by electricity for heating; indeed, the potential supplies of electric power will not prove great enough to supply all the demands of lighting and industry and assume the burden of the heating load as well."—W. E. CREED, President, Pacific Gas & Electric Company.

Ledgerless or Modified Bookkeeping Systems

EDWARD A. NORMAN, New York, N. Y.



Edward A. Norman

JUST HOW far "Bookkeeping Without Books" or "Modified Bookkeeping" will spread is a matter of conjecture. There is no doubt, however, that such systems are creating a widespread interest at the present time.

There are two general plans favored by various companies:

I. The Extra Stub or Ledger Record Plan.

II. Bill and Bill Register Sheet Plan.

The decision as to which of these two plans to adopt will largely be determined by the manner of recording payments by customers. Under the first plan payments are recorded by matching the Cashier's Coupon with the Ledger Record. Under the second plan payments are recorded on the Bill Register Sheet, which is practically a Monthly Ledger Sheet containing twenty or more accounts to the page.

The flexibility of the machine, described under Plan I, permits its use under either of these two plans. The methods of maintaining mechanical proof of accuracy and control are similar under both plans.

Plan I. Ledger Record Plan

The Extra Stub or Ledger Record System has been widely advertised and demonstrated at various conventions and no effort will be made here to go into a detailed explanation of the routine. Under this plan the Billing and Accounting Machine writes the Bill, Ledger Record and a Recapitulation or Control Sheet at one operation.

Records Prepared

The Extra Stub or copy of the bill is used as the Ledger Record. (See Figures 1 and 2.)

Figure 1 shows a straight Gas Bill without distribution. Figure 2 shows a combined Gas and Electric Bill with step distribution on the Recapitulation Sheet.

The Bill, the Cashier's Coupon and the Ledger Record copy are written at one operation and when written on the machine shown in Figure 3, the Recapitulation Sheet, which contains a replica of every key stroke of the machine, is prepared automatically at the same time.

Uses of the Recapitulation Sheet

The Recapitulation Sheet offers proof of accuracy of all bill extensions and furnishes complete physical control over the Ledger Record copies of all Bills.

It also permits the distribution of step rates or any other distribution required

RECAPITULATION SHEET											
READING DATES		METER READINGS		CONSUMPTION	CHARGE	DISCOUNT	NET AMOUNT	ACCT. NO.			
FROM	TO	PRESENT	PREVIOUS								
MAR31	APR30	648	614	34	5 10	34	4 75	1345 1346 1347 1348			
MAR31	APR30	995	598	39	5 25	39	4 90				
MAR31	APR30	849	815	34	5 40	34	5 04				
MAR31	APR30	401	368	33	4 95	33	4 62				
TOTALS		2491	2353	138	20 70	1 30	19 32				
WIDTH OF CARBON PAPER											

LEDGER RECORD											
CUSTOMERS BILL											
READING DATES		METER READINGS		CONSUMPTION	CHARGE	DISCOUNT	NET AMOUNT	ACCT. NO.			
FROM	TO	PRESENT	PREVIOUS								
MAR31	APR30	401	368	33	4 95	33	4 62	1346			
JAMES BAKER 320 MAIN ST								JAMES BAKER 320 MAIN ST			

Fig. 1

for purposes of revenue analysis at the time of billing.

Where billing is centralized, carbon copies of the Recapitulation Sheets, which are prepared without extra effort and on which each entry is identified, can be sent with the bills to the Branch Offices where they serve as control over billing and collections. (See Figures 1 and 2.)

Description of the (Flat Bed) Machine

Figure 3 illustrates a flat bed machine especially built to handle customers' accounts. This machine is equipped to handle amounts, both quantity and value, at one continuous operation. Two strips of carbon paper, the same width as the bill (see Figure 1), are fed from rolls over the flat writing surface of the machine and held firmly in position at the

RECAPITULATION SHEET																		
READING DATES		METER READINGS		CONSUMPTION		CHARGE	DISCOUNT	NET AMOUNT	GAS DISTRIBUTION						ELECTRIC DISTRIBUTION			
FROM	TO	PRESENT	PREVIOUS	GAS	ELECTRIC				WATER	SEWER	STORM	SEWER	WATER	SEWER	STORM	SEWER	WATER	SEWER
MAR31	APR30	2953	2815	138	9 30	9 30		4 50	7134	10	30			20	43			
MAR31	APR30	599	580	19	6 28	6 28			7135	10	30	90	45	20	100	100	116	
MAR31	APR30	5997	5742	255	20 25	20 25		14 64	7136	10	30			20	100	100	116	
MAR31	APR30	1962	1871	91	6 05	6 05		3 20	7137	10	30			20	100	100	116	
MAR31	APR30	321	286	35	3 20	3 20												
MAR31	APR30	276	251	25	44 42	44 42												
TOTALS		11907	11255	658	44 42	44 42												

LEDGER RECORD											
CUSTOMERS BILL											
READING DATES		METER READINGS		CONSUMPTION	CHARGE	DISCOUNT	NET AMOUNT	ACCT. NO.			
FROM	TO	PRESENT	PREVIOUS								
MAR31	APR30	321	286	35	3 20	35	3 20	7136			
H J MURPHY 602 COTTER AVE								H J MURPHY 602 COTTER AVE			

Fig. 2



Fig. 3

front. The Recapitulation Sheet is placed on the flat surface under the lower carbon sheet and is securely attached to and held in position by a movable steel tape on the right side of the machine. The bill is inserted in the machine with the stub or Ledger Record copy under the upper carbon. After each bill is completed, a new bill is inserted. All additions and subtractions at the time of billing are entirely automatic for both quantity and value. The previous reading is subtracted from the present reading and consumption is extended with mechanical proof of accuracy. Any discount is deducted (or added) and arrears and merchandise charges are added and the total extended with the same mechanical proof. Totals of all columns are accumulated at the time of typing the bills.

Procedure for Billing

After consumption is extended in meter books, a total of the consumption

is taken, to be used later for comparison with the machine total to check clerical accuracy. The present reading is automatically added in the computing device, the previous reading is automatically subtracted and the consumption is cleared with proof of accuracy for each bill. As the operator types the consumption on each bill the amount is visually checked with that shown in the meter book. This gives an *immediate* check, not only as to the transcribing of the readings by the operator, but also as to the correct calculation of consumption. Further check is secured by comparing the machine total of consumption with the predetermined total taken from the meter book. The gross charge is entered and the discount is automatically subtracted (or added) at the time of typing. If desired, arrears and merchandise charges may be typed and automatically added in the same operation. The "Total Due" is extended with mechanical proof of accuracy as previously explained. Whenever it is necessary to make a new bill, a blank bill is inserted, the name and address being written on the same machine as is used for the regular billing operations.

Proof of Consumption, Charges and Bill Extension

The total consumption shown by the machine at the end of a run of posting must agree with the total of consumption shown extended in the meter book prior to billing. The gross charges are proved from the totals obtained by multiplying the accumulated totals of the various step columns by the rate applying to each step. Under the method of distribution shown in Figure 2 where consumption is distributed on the Recapitulation Sheet, the total in the consumption column agrees with the sum of the totals shown in the step columns.

MEMORANDUM OF ARREARS									
2/28	TO	3/31	GAS	3	65				
12142	A C WORDEN				5471				
3	2276 EXTER SQ				27				
8	FL 2								

Fig. 4

Since each bill is balanced perfectly at the time of writing, the accumulated totals of all columns must balance in the same manner.

Cash Payments

Coupons received on or before due-date are sorted according to routes. The total of each group is taken and is proved with the grand total of all coupons received for the period to date. The coupons are then passed to the clerks who match the names with those shown on the Ledger Record copies of the bills. All paid Ledger Record copies are removed from the group and filed.

Handling Delinquent Accounts

Under the Ledger Record Plan there are two methods of obtaining Delinquent Notices to be sent to customers when accounts are in arrears.

First, the Multiple copies of the Delinquent Notices (see Figure 4) are prepared on a Writing Machine that permits the use of continuous length forms (see Figure 5.). The names of all delinquent consumers, together with the amounts

due, are transcribed from the unmatched Ledger Record copies;

Second, in this method the Ledger Record is prepared at the time of billing with a specially inked ribbon or special carbon paper that permits reproduction on a duplicating machine. After the paid Ledger Records are removed the remaining records are sent to the duplicating machine where the necessary copies of the Delinquent Notices are run off with great rapidity.

The Ledger Record System discussed under Plan I is particularly favored where it is possible to withhold crediting customers' accounts until the end of the discount period or such time as the majority of the accounts are paid, when Cashier's Coupons and Ledger Records can be matched at one time. If it is desirable to credit customers' accounts daily as payments come in, the Bill and Bill Register Sheet, Plan II, would probably be more satisfactory.



Fig. 5

Plan II—Bill and Bill Register Sheet Plan

Under this plan the Bill and Bill Register Sheet are written at the same operation.

Description of Forms

Figure 6 shows a Bill and Bill Register Sheet. In this illustration the consumption is distributed into the various steps on the Bill as well as on the Bill Register Sheet.

The Bill Register Sheet is addressographed in the same sequence as the bills,

Handling Delinquent Accounts

Under this plan, all customers in arrears are notified by Delinquent Notices written in multiple on a Writing Machine that permits the use of continuous length forms. (See Figure 5.) The names of all delinquent consumers, together with amounts due, are transcribed from the Bill Register Sheet.

Special and Final Bills

Different colored Bill Register Sheets are used for special and for final billing. The totals accumulated on these Sheets

BILL REGISTER SHEET										
RECORDS INDEX	METER NUMBER	CONSUMPTION	DISTRIBUTION		CHARGE	ADDRESS	TOTAL	BALANCE FORWARD	DATE	NAME AND ADDRESS
Page	To	From	Step	Step						
	131290	134555	2757	400	1495	061	525 20	57 65	980 87	
MA838	AP838	2830	2645	187	10	90	87 0	34 06	0	F. S. DAVIS 38 MAIN ST.
MA838	AP838	3287	3232	55	10	45 0	10 05	9 13	19 78	F. S. DAVIS 38 MAIN ST.
MA838	AP838	0948	0935	28	10	17 0	4 38	4 30	0	F. S. DAVIS 38 MAIN ST.
MA838	AP838	6114	6087	27	10	17 0	9 33	9 14	10 47	F. S. DAVIS 38 MAIN ST.
	154473	151425	3048	440	1680	949	578 44	71 92	650 36	TOTALS

RECORDS INDEX	METER NUMBER	CONSUMPTION	DISTRIBUTION	CHARGE	ADDRESS	TOTAL
Page	To	From	Step	Step		
MA838	AP838	6114	6087	27	10	17 0
						9 33 9 14 10 47 0

E. S. DAVIS
38 MAIN STREET

Fig. 6

with approximately twenty accounts to a page. As the bills are written they are carbonized against the proper name and address.

The Bill Register Sheet not only offers immediate proof as to the accuracy of the charges, but after credits are recorded, is used to take a trial balance.

Cash Payments

Credits under this plan are recorded daily to each count on the Bill Register Sheet.

Up to the expiration of the discount period or other predetermined time, each account is stamped "Paid." After this, each account is stamped with the date of payment.

are carried to the control accounts in the usual manner.

Conclusion

Either of the plans outlined above can be operated with equal facility on the same machine, and its flexibility permits its application to an existing system with no disturbance as to general routine.

Regardless of the method used, the Recapitulation or Bill Register Sheet plays an important part. It offers a physical control of accuracy over the Ledger Record and, by reason of each entry being identified either by account number or name, provides easy reference to customers' present or previous month's bills.

PUBLICITY AND ADVERTISING SECTION

J. M. BENNETT, Chairman

F. L. BLANCHARD, Vice-Chairman
CHARLES W. PERSON, Secretary

MANAGING COMMITTEE—1924

BURKE, J. J., St. Louis, Mo. (Missouri)
CLIFFORD, F. S., Fitchburg, Mass. (Gas Sales of N. E.)
COONEY, E. J., Lowell, Mass.
COOPER, STUART, Charleston, S. C. (Southern)
CROWE, F. W., New York, N. Y. (Empire State G. & E.)
DRURY, N. B., San Francisco, Calif. (Pacific Coast)
FENNIMAN, J. R., New York, N. Y.
FRANKLIN, S. J., Millville, N. J. (New Jersey)
GOULD, WILLIAM, Boston, Mass. (N. E. Gas. Eng.)
GREEN, H. L., Waterloo, Ia. (Iowa)

HALLADAY, G. D., Grand Rapids, Mich. (Michigan)
HAWES, A. W., Jr., Baltimore, Md.
HUMM, A. W., New York, N. Y.
JANSEN, F. A., Ottawa, Ont., Can. (Canadian)
LIGHTBODY, JAS., Vancouver, B. C.
MORRIS, H. C., Dallas, Texas. (Southwestern)
MULLANEY, B. J., Chicago, Ill. (Illinois)
POTTER, CLYDE H., Los Angeles, Cal.
ROLSTON, R. J., Philadelphia, Pa. (Pennsylvania)
SHEPARD, I. C., Evansville, Ind. (Indiana)
SOULES, E. E., Chicago, Ill.

CHAIRMEN OF SECTIONAL COMMITTEES ORGANIZED TO DATE

Contact With State Information Bureaus—J. S. S.
RICHARDSON, Philadelphia, Pa.

Nominating—F. W. CROWB, New York, N. Y.

Getting the Jump on the Jingo

HENRY OBERMEYER

WHEN IS THE proper time for a public utility to advertise? Any person who seriously raises this question confesses to a lack of understanding of the essential character of public relations. Advertising and publicity can do much for the public utility business. But there is one thing it cannot do. And another that it must not do.

It must not take the public for granted. It must not operate on the theory that the work of the gas company or the electric company is too well known to meet elaboration; that the value of gas and electric service is too obvious for reiteration, especially when this reiteration must be paid for.

Many, perhaps most, of the inhabitants of your city have watched their gas company for years. They have played with the "gas house gang" around the vacant lots of the old gas house when they were boys; they have watched the company grow from a one-holder plant to perhaps half a dozen; they have seen service mains extended out into unde-

veloped neighborhoods, always a sign of progress, and some of them have begun to understand, albeit dimly, how completely the prosperity of the company is linked with the prosperity of the town.

Educating the Newcomers

But this very expansion is proof that every year hundreds of new gas users have taken up their homes in the city. They arrive with all sorts of varying experiences with the utilities of other communities. Some of them are definitely hostile. Most of the newcomers, however, are tractable, with open minds. At worst, they want to be shown. It is the duty of the local gas company as well as a matter of sheer self-preservation to make these newcomers a part of the common experience of their neighbors. Detractors and demagogues are always on the job, and too often the public utility fails to wake up to what is going on until it finds itself smack up against the brick wall of organized opposition to its policies.

The Buffalo General Electric Company recently inaugurated an educational campaign. As the first gun of the campaign, it contracted with the Buffalo papers for twelve months of display advertising with "Guarantee" as the keynote of the day. The reason for the campaign is given in *Printers' Ink* by Charles R. Huntley:

"Every corporation engaged in serving the public stands ever in the shadow of attack, either from a political or some other source," says Mr. Huntley. "In the past, good service and exceptionally low rates have kept this company from that sort of thing.

"At the present time we do not anticipate any attacks. Nevertheless, we are conducting this campaign in an endeavor to get all the information to the public which the public can assimilate. Then, if the time ever comes when our company or our policies are subject to unjust attack from any quarter, the public will be in possession of the facts of the case and can judge the merits of the controversy wisely. Once the public is acquainted with the facts, we are willing to leave the case entirely in their hands."

Last Minute Advertising

A statement like this might well be entitled, "Getting the jump on the jingo." As we have intimated, there is one thing advertising cannot do. It cannot, as the motion picture heroine does, clatter down the road on horseback and save the hero from the noose with a stay of execution in the last reel. Somehow, since the war we have not been hearing very much on the subject of preparedness. But it is still a live issue. It is still true that we cannot snatch victory out of the air with a big drum. All the newspaper space in the world will not bring a million men to the ballot box over night any more than it will induce them to spring to arms.

Electrical World in a recent issue told an interesting story which illustrates

"how not to advertise." A certain public utility had long been the object of animus on the part of the local politicians. Under repeated attacks, it had consistently maintained a policy of dignified silence, except in rare instances when, in the course of some litigation, a carefully prepared statement from the president of the company was presented to be read in court.

Time came, however, when the company wanted to renew its franchise. The professional politicians roused to the smell of blood and moved to the attack. Under the goad of necessity, the company decided to open a campaign which, by its very scope, would shake the city to its foundations. For two months full pages and double pages were taken in the daily press. Chewing gum and cigarette ads were crowded off the billboards. Finally, the employees of the company themselves were sent out to canvass the voters from house to house with petitions in an effort to win them to the cause. At the end of those two months, the officers of the company locked the doors of their sanctums and repaired to the golf links. Statistics proved beyond shadow of a doubt that the franchise was as good as won.

Of course, you know what happened. The voters recognized the sudden splurge of publicity for just what it was—a heroic last-minute effort of the company to undo in two months the ill will it had taken twenty years to build up. In spite of promises, in spite of manufactured enthusiasm, in spite of statistics and everything, the company got the jolly old sign of the inverted thumb and was snowed under at the elections. "How not to advertise!"

Heart-to-Heart Talks

The Stamford Gas and Electric Com-

pany of Connecticut is solving its public relations problem in a constructive manner, although it is too early to judge results. At any rate, here is the kind of support they are receiving from the local press. Says the Stamford Advocate in a recent editorial.

"Heretofore the Stamford Gas and Electric Co., like most corporations, has never seen fit to defend itself from the charges brought against it, except before a legally organized body, with the result that its opponents have, through propaganda, moulded public sentiment against it, never letting an opportunity slip to create prejudice. Because of this policy of silence, many corporations are looked upon with suspicion, and depicted as heinous monsters whose sole mission in the universe is to make the poor poorer and the rich richer.

"This day will end when corporations take the public into their confidence and explain their various acts which, on the surface, may seem iniquitous to the average individual who has heard but one side of the case. Such a step was taken by the Stamford Gas and Electric Co. in its recent advertisements.

"If these little heart-to-heart talks with the consumers were conducted more regularly, the people would be in a position to understand and would soon realize that the men who are in charge of our public service corporations are as much interested in them as they are in stockholders, and the efforts of the noisy politician who seeks to capitalize the prejudice now existing in many quarters would be fruitless in the light of a clearer understanding between consumer and producer."

The Public's Right to Know

More often than not, what reduces a public utility to silence, dignified or otherwise, is merely lack of courage, dem-

agogues admittedly have a nasty way of turning our words against us, especially when they can be transmuted slogans on behalf of "the people." One or two experiences of that sort are frequently enough. Too much! And it is just because of this, because the gas or electric company withdraws under attack into a shell of silence, that the jingoes too often win the issue by default.

The gas industry at present is a vast mausoleum of vital and interesting information buried alive for some esoteric reason which is as illogical and weak as it is self-destructive.

"It is the right of the public to know about our affairs, which are the public's affairs," says Sanford J. Magee, president of the Empire State Gas and Electric Association. "There won't be any room for misunderstanding or suspicion if the public knows all it wants to know about utilities. We have nothing to hide. All our transactions are matters of official record, filed in reports at Albany. But our customers, and the public of our communities, don't go to Albany digging into reports there. They have a right to look to us for information—reports, if you like to look at it that way—about what we are doing on the job they have given to us. If they know, day in and day out, month in and month out, there isn't going to be much chance that some sorehead, some political agitator, can mislead them with suspicion and conjecture, because they will have the facts in the case. And the public is fair, when it has a chance to be. If we, as companies and as individuals, treat the public fairly in all respects, we shan't have reason to complain of a lack of fair dealing on the part of the public."



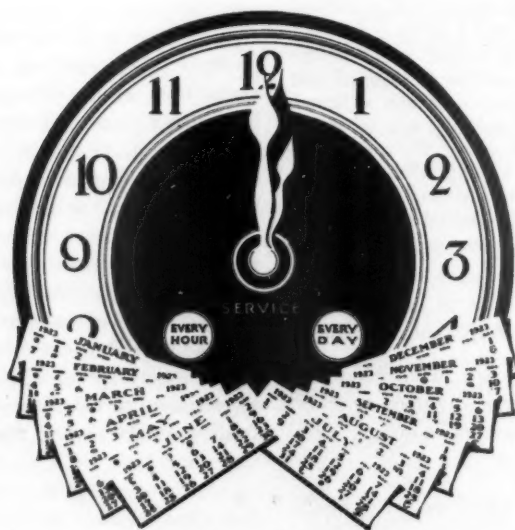
To Learn from Talking

IT CAN BE STATED as a general proposition that it is just as easy to lose money by improper advertising and publicity as it is to make and save it by the proper kind. The problem of public relations today is not local or sporadic in scope. It is national—even international—and, above everything else, it is continuous. Examples of the right kind of publicity are always stimulating. Here are a few from the Rochester Gas and Electric Corporation.

Because of the non-competitive character of the industry, public utility advertising and publicity is essentially educative and informative. This policy led to an innovation in Rochester last year during which an essay contest, based on twenty-six display advertisements in the Rochester papers, stimulated the writing of hundreds of manuscripts on

"The Rochester Gas and Electric Corporation: What It Is, and What It Does."

Voltaire once said something to the effect that he usually learned more from talking than from listening. This, of course, is quite opposed to the maxims of the copy book. But Voltaire understood that most persons are never really aware of what they know until circumstances compel them to impart their information to others. And in Rochester the amateur essayists were not only imparting information which they possessed. They were seeking it by their own volition for the purpose of imparting it later on. Their source books consisted largely of advertisements written and distributed by the company. Every man, woman and child that entered the contest, automatically became a free lance advocate for the public utility.



Rochester service knows no time limits.



Samples of educational and informative publicity which, together with consistent newspaper advertising and news items, help foster a spirit of understanding between the company and the public.

Meanwhile, the Rochester Gas and Electric Corporation continued to maintain its consistent campaign of education for which no contest, no freak display, no sudden display of public zeal, can ever be a successful substitute. Balopticans with colored views of the company's

plants and buildings; speakers from the educational department, talking on problems of gas and electricity, in churches, clubs and other organizations; statistics, charts and other information available for educators, writers and the general public; special exhibits and window dis-

plays; stockholders' meetings—the list is not complete. Money was well spent on these innovations, and the end has since justified the means.

Nor have they forgotten in Rochester that the company advertises itself for better or for worse, every time a cubic foot of gas goes through the meter, every time an adjustment of a bill is made, every time a meal is cooked in every gas-equipped kitchen in the city. Poor service is a leak through which all the beneficial results of good-will advertising will inevitably disappear. Good will has to be striven for. It cannot be bought.

Rochester's creed of public service is worth quoting:

"The company's service in substance is a help which is rendered to reduce labor, save expense, provide better products and add attractiveness in home, civic and commercial activities requiring heat, light and power. While this help is supplied by means of the commodities sold, the user, however, is not primarily interested

in them, but in the services which they perform for him.

"Satisfaction, therefore, consists in results secured through the constant supply of these company products of satisfactory quality and in adequate quantity at the lowest rates possible consistent with good service, plus what is of equal importance—practical advice in their use. In these services the products are simply the best, cheapest and most satisfactory means to the end desired.

"The company further believes that in all of its transactions the customer is entitled to respectful and adequate consideration with rightful action as soon as we can give it, that all persons should always receive courteous attention, and that matters requiring adjustment should be taken care of promptly and equitably. The company entertains a high conception of its responsibility to its customers and to Rochester as a whole, not only in connection with its own service, but also by co-operating in all civic movements for the general benefit. Thus, through a consistent policy of the highest business ethics, the rights of the public, employees and security holders are adequately safeguarded."

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Shareholders' Pass

M _____
(Name)

(Address)

—Preferred Shareholder of the Oklahoma Gas and Electric Company, is invited to inspect in detail all plants and properties of this Company. Executives will please provide guides where desired.

OKLAHOMA GAS AND ELECTRIC COMPANY

By *J. G. Owen*
Vice-President and General Manager.

A well-worth plan to increase good-will and understanding.

Keep the Public Informed

SAMUEL INSULL

ON ACCOUNT of the unparalleled speed with which the various forms of public utility service have grown in this country, and on account of certain consequences of that rapid growth, the public never learned much until very recently about all there was back of the service itself. That is why education of the public is the essential in obtaining public good will.

The electric, telephone and electric railway business, and the gas business in its now most important phase—that of a fuel business—are only about forty years old. Almost overnight, as it were, they rose from the experimental stage—in which they verged on the uncanny or impossible in the things predicted for them—to the position where today the four, considered as an industry, represent a total investment many times that of the other national industries, except agriculture and the railroads. Such expansion in itself would tend to engender suspicion. Add to this the fact that the arts of producing electricity and gas are almost like wizardry to the uninitiated, and you have another source of suspicion.

Then, the public had no "call" to inform itself. For one reason or another the utility companies had no "call" to do the informing. Often they were so busy in taking care of demands for their service—building and improving their service facilities—that they never thought of

the necessity or desirability of telling the world about themselves.

Consequently, the "informing" was mostly left to persons who had a selfish purpose to serve by spreading misinformation about public utilities. Hence the need for education. Within the last four or five years the utilities themselves have awakened to this situation. They are meeting it by the simple expedient of telling the rest of the folks what it is all about.

By various educational means they are making simple to the masses the mysteries of producing electricity and gas and turning them to the everyday uses to which they are put. They are going further and are showing where the money comes from that provides public utility service facilities and are explaining to their customers just where their dollars go and how they are spent. They are making the utility business an open book.

All of this is having the inevitable effect. Shorn of its mystery, the utility industry is being accepted by the public, I believe, for what it is and does—an indispensable public servant that is making a pretty good job of its service.

The farther this educational work is carried, the better for the public as well as for utility companies, because it tends to reduce the likelihood of unfair treatment of utility companies, to the damage of the public.

Have You Ever Told Them?

"You may think that because your particular phase of utility company work is so largely technical, the public won't be interested in it. Have you ever tried telling your own friends what is involved in giving them good gas service? Have you ever tried to straighten out misunderstandings about 'frozen gas' or low pressure? If you have, you will have found I think, a considerable interest even in seemingly technical phases of our business."—SANFORD J. MAGEE, President Empire State Gas and Electric Association.

Utilities Prove Golden Rule Pays

MUTUAL CONFIDENCE and good will between public utility companies and the public they serve is growing steadily as a result of modern utility operation, while the mistrust and ill-feeling of the past are fading out, declares the *Christian Science Monitor* editorially. It says:

"The world is moving up and out of the mists, and the mind of man is gradually thawing in the sunlight. Public utility executives are learning that the exercise of helpful and constructive service is both more profitable and more en-

joyable than practicing any of the subtle arts of defence that they considered so necessary for so long. But a little while and all the rusty armor of the era of strife will have been laid away, and the industry will discover how much easier it is to serve and grow when the mind is free to think in the service of humanity.

"The world has long believed that the Golden Rule is a fine thing, but has always doubted that it was more than a Sunday-go-to-meeting garment. It is indeed interesting to find that the public utilities are finding it otherwise, and that it not only brings joy to him who practices it, but income as well."

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A Novel Publicity Idea

The Laclede Gas Light Company, St. Louis, Mo., has taken advantage of the local Food Show at the Coliseum in rather a novel way.

One of the four baking contests—that for biscuit baking—is under the auspices of this company. The rules are that the

biscuits must be baked at home and then brought to the Coliseum for judging. The three highest contestants will then compete at the Coliseum on a night later in the week; the winner receiving a Humphrey Radiant Fire and the second a thirteen-piece aluminum Lorain cooking set.



The company's exhibit

MANUFACTURERS SECTION

G. W. PARKER, Chairman

E. E. BASQUIN, Vice-Chairman

C. W. BERGHORN, Jr., Secretary

MANAGING COMMITTEE—1924

AARON, C. T., Boston, Mass.
 ABBOTT, M. E., Taunton, Mass. (Gas Sales of N. E.)
 BAYLETT, C. E., Philadelphia, Pa. (New Jersey)
 CRAIG, W. M., New York, N. Y.
 DEHART, J. S., Jr., Newark, N. J.
 FAIRCHILD, S. E., Jr., Ambler, Pa.
 FOWLER, W. M., Philadelphia, Pa.
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 HOBBS, G., Toronto, Ont., Canada. (Canadian)
 KING, T., Pittsburgh, Pa.
 McCULLOUGH, CHARLES, Milwaukee, Wis. (Wisconsin)
 McDONALD, DONALD, New York, N. Y.

McILHENRY, J. D., Jr., Philadelphia, Pa.
 NORMAN, E. A., New York, N. Y.
 NORTON, ARTHUR E., Boston, Mass. (N. E. Gas Eng.)
 PARKER, JOHN F., Rockford, Ill. (Indiana)
 RAMSBURG, O. J., Pittsburgh, Pa.
 ROYER, G. D., Rockford, Ill. (Illinois and Iowa)
 SHIDENGLAND, C. H., Pittsburgh, Pa. (Southwestern)
 SMITH, W. L., Battle Creek, Mich. (Michigan)
 STILES, TOWNSEND, Gloucester, N. J.
 STOCKSTROM, A., St. Louis, Mo. (Missouri)
 WHETSTONE, W., Philadelphia, Pa.
 WILSON, H. A., Newark, N. J.
 WOLFE, A. McW., Baltimore, Md. (Southern)

CHAIRMEN OF SECTIONAL COMMITTEES ORGANIZED TO DATE

Exhibition—Geo. W. PARKER, St. Louis, Mo.
Nominating—F. A. LEMKE, Kalamazoo, Mich.
Division of Accessories Manufacturers—H. A. WILSON, Newark, N. J.
Division of Apparatus & Works Manufacturers—S. F. FAIRCHILD, Ambler, Pa.
Division of Gas Range Manufacturers—CHAR. T. ARON, Boston, Mass.
Division of Heating Appliance Manufacturers—THOMSON KING, Pittsburgh, Pa.

Division of Industrial Appliance Manufacturers—WALTER WHETSTONE, Philadelphia, Pa.
Division of Lighting Appliance Manufacturers—TOWNSEND STILES, Gloucester, N. J.
Division of Meter Manufacturers—J. D. McILHENRY, Jr., Philadelphia, Pa.
Division of Office Labor Saving Devices—E. A. NORMAN, New York, N. Y.
Division of Water Heater Manufacturers—W. M. FOWLER, Philadelphia, Pa.
Division of Supply Manufacturers—J. J. GREENE, New York, N. Y.

Appliances Sold by Dealers

CHAS. T. ARON, Chairman, Gas Range Division, A. G. A.

HOW MUCH INTEREST is the gas industry showing in this vital part of the appliance business as affecting their annual gas sendout? Do they consider it the help that it really is?

If the gas companies are maintaining commercial departments or appliance stores they cannot obviously handle all of the appliances which conform to standard specifications and are, therefore, efficient working appliances. They cannot at best handle more than two or three different makes of the same type of appliance. This being so, they cannot expect the other manufacturers of standard appliances to stay out of that city or community. On the contrary, they should be glad to welcome and assist them in putting over the sale of these standard appliances. They should not

consider this in any light as competition, but they should be glad to assist in raising the standard of appliances and, at the same time, be in a position to reap the benefits from a sales floor and sales force for which they assume no expense.

Appliances Sold by Dealers

When a gas appliance is sold by a dealer both the manufacturer and the dealer cease to obtain any income or profit from the appliance after the sale is completed. But the gas industry begins to derive a steady income, in many cases, from the moment the connection is completed.

There are many points to be considered in arriving at a harmonious plan of co-operation. And any such plan must be worked out giving due consideration to local conditions. The future of the in-

dustry rests on such a plan of service. The gas user is looking for some action that will enable him to get the most for the amount of gas consumed.

Unfortunately for all concerned no gas appliance can be considered as "*sold*" until that appliance is connected and adjusted on the premises of the user. The manufacturer of the standard appliance builds and tests his appliance to be as near perfect as possible. In many cases the test is made and the appliance regulated at a pressure of 30/10ths at the factory. This precaution and adjustment on the part of the manufacturer is absolutely lost to the customer unless the party connecting the appliance readjusts the burners to meet the conditions of gas pressure in that particular home. The gas industry becomes vitally interested in this phase of the business because, the moment the appliance is connected to the service and meter, that customer is then obliged to obtain the fuel for that appliance from the one source of supply, the local gas company.

In the annual report of the Chairman of the Commercial Section at Atlantic City in 1923 the statement was made that we were trying to displace the three way coal range with the one way gas range. The remark was made that a coal range will cook, heat water and heat the kitchen while the gas range, substituted for this appliance, merely does the cooking. From the customer's viewpoint there is another phase of the coal range installation that is very pleasing to him. There is the option of coal, coke or wood as a fuel and the possibility of purchasing these fuels from possibly a dozen different dealers in the same town. If the last supply of fuel does not measure up to the standard expected he immediately calls another dealer when ready to replenish. Not so with the gas range, for no matter how efficient the appliance may be, if it is not

properly adjusted, both the fuel and the appliance are sadly lacking in his estimation.

How "Service" Is Harmed

What is lacking in the service rendered by the gas industry when the customer purchases an appliance from some dealer and not from the commercial or appliance store of the gas company? In some cases it is true that the purchaser is able to obtain a lower price and in some cases a different type of appliance from that handled by the gas company. But these cases are in the minority. Nevertheless there is in the mind of this purchaser either the feeling of a shortcoming on the part of the gas company in service rendered or the belief that they are getting a better trade from some dealer. Too often for the good of the gas industry an appliance is sold on the dealer's floor and the purchaser is referred to a plumber or a gas fitter to have the appliance connected. Very few dealers carry an experienced gas fitter in their organization.

The average gas fitter or plumber believes that the connection of the appliance means the use of the necessary amount of piping to reach the gas meter, and pays no attention to the size. If the last connection he made left him with ten or more feet of piping on hand he endeavors to use this surplus pipe and purchases sufficient additional piping of the same size to complete the connection and thus use up all of his stock. If his surplus stock happens to be $\frac{1}{2}$ " piping, an additional amount of $\frac{1}{2}$ " piping is ordered, irrespective of the maximum demand of that particular appliance, and the connection completed. But it is not to the satisfaction of either the industry or the customer.

A concrete case of the plumber's failure to make the proper connection may

be cited. A High School decided to add a Domestic Science Department to the curriculum. Bids were asked for and gas appliances were furnished by a local furniture dealer whose bid did not include the connection. Five of the latest appliances best suited to the needs of that particular room were installed. The installation was made by a plumber in that city and the piping was run without regard to the demands to be made upon it.

At certain periods of the school hour it was necessary that all five of the appliances be in operation, with top burners and over burners in use. The maximum demand was 470 cu. ft. per hour. The plumber installed 125 ft. of $\frac{3}{4}$ " piping to supply this demand and the connection to reach each individual appliance was far from being made in the proper manner. It was absolutely impossible, due to this piping layout, to make any adjustment on these appliances that would remain fixed. This installation could not be considered a success by the manufacturer, by the dealer who sold the appliances, by the industry, and last but not least by the teachers or pupils. Considering the number of pupils that have used gas for fuel during the past few months that this installation has been in service, it can be readily seen that their opinion of gas as a fuel is not the best.

As a last resort the Domestic Science teacher requested the services of a manufacturer and a recommendation for the proper size piping has been made to the school board. In all probability in a short time this installation will be corrected so that everyone will be satisfied. But valuable time has been lost and a wrong impression of gas as a fuel has been allowed to become fixed in the minds of the pupils.

This incident is cited to show the chance for trouble to creep in because the sale was made by one party and the adjustment of the appliance left to another, whose only interest in the installation was the revenue to be derived from installing the gas piping. Too often for the good of the industry and the service rendered to the user of the appliance, these mechanics either do not know the value of the proper portion of gas and air, or, if they do know it, they do not practice it. Many an appliance that is regulated at 30/10ths is so installed on a pressure of 40/10ths or more and no regulation attempted.

The Correction

One thought as a possible correction to this trouble would be working out of a plan whereby the gas company would agree to connect and adjust all appliances conforming to the standard specifications for a flat figure, depending upon the amount of piping to be installed. The worry to the dealer is not occasioned by the sale of the appliance but by the transferring of that appliance from his stock to the home of the purchaser in such a manner as to entirely satisfy his customer.

There are many ways of working out a harmonious agreement and this idea is suggested merely as a starting point. If the dealer were able to make a flat price for the appliance installed, ready for the customer to operate, the sale of good gas appliances would increase and the sale of gas as a fuel would be boosted. Furniture is delivered to its proper place and thoroughly rubbed down and polished, so why not a gas appliance ready to use in its place, properly connected and adjusted, in one transaction?

How "Service" Can Be Checked Up

A good way for the gas man to check whether his service has been tried and found wanting is to take a profile map of the city and put in pins wherever an appliance has been sold. Add to this the number of calls that have been made where the customer has requested the gas company to send a man to make adjustment. Looking down on this map will show what a relatively small number of homes have been entered by the gas company employé, other than the meter readers. Estimate the number of appliances sold by the dealers and plumbers and compare the number of calls made by these two classes of merchants and those made by the gas company. The answer will show the number of homes that have not been called on by anyone and in many cities this number will be surprisingly large.

If there have been any radical changes made in gas manufacture or pressure in the past few years and no representative

of the gas company has been called on to make adjustment of the appliances, can you figure what kind of service the customer is getting from the appliance or from gas as a fuel?

Conclusion

In conclusion, if the sale of gas were placed on a merchandising basis, how would it affect your output curve for the year? In other words, if the customer could purchase gas in a can as in the case of kerosene or gasoline, or in some storage form as they are able to stock coal for the winter's use, and could purchase it from possibly a dozen sources of supply in the town, how many that now have meters in their homes could you count on as your customers?

Does the slogan—"If it is done with Heat—You can do it better with Gas" become a true statement or just a number of nice sounding words in the minds of the general public as they endeavor to use their gas appliances?



The New Classified Directory

AS A SUPPLEMENT to this issue of the Monthly you will shortly receive a copy of "The Classified Directory—Manufacturers of Gas Equipment."

On account of our increase in membership and the added new feature of the Directory, a list of trade names, it is no longer feasible to include this Directory within the covers of the Monthly. Accordingly we are publishing it in this supplementary form to accompany the May and October issues.

The information contained in this first issue was compiled from what is available at Headquarters.

We believe that the Directory is serving a most useful purpose and that it is of benefit to the manufacturers. But in order that it may be of maximum use, we urge all manufacturer company members to advise us of any additional headings they may wish included; under which headings they wish their names indicated; under which headings their names now appear in error; and a list of additional trade names.

All information or suggestions toward increasing the value of the new Directory will be appreciated.

INDUSTRIAL GAS SECTION

H. H. CLARK, Chairman

H. O. LOEBELL, Vice-Chairman

C. W. BERGHORN, Jr., Secretary

MANAGING COMMITTEE—1924

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 ANDREW, H. O., New York, N. Y.
 BROUGHTON, E. E., Jackson, Mich. (Michigan)
 CAULEY, F. F., Chicago, Ill.
 CLARK, H. H., Chicago, Ill. (Illinois)
 CRAWFORD, H. M., San Francisco, Cal.
 DE CORIOLIS, E. G., Boston, Mass.
 GALBRAITH, L. F., Oakland, Cal. (Pacific Coast)
 HARDING, D. J., York, Pa. (Pennsylvania)
 HENRY, H. M., Pittsburgh, Pa.
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 HOLMAN, H. B., St. Louis, Mo.
 KELLY, T. J., Fort Wayne, Ind. (Indiana)
 KRAUSSE, C. C., Baltimore, Md.
 LAPORE, P. J., Boston, Mass.

LEINROTH, J. P., Newark, N. J.
 OSTERMAN, P. C., Elizabeth, N. J.
 QUINN, J. J., Quincy, Mass. (N. E. Gas Eng.)
 RAMSAY, E. E., Philadelphia, Pa.
 RASCH, W. T., New York, N. Y.
 SCHULTZ, A. A., Milwaukee, Wis. (Wisconsin)
 SELLMAN, N. T., New York, N. Y.
 SLIMFIN, C. D., Montreal, Can. (Canadian)
 STAHL, C. R., Davenport, Ia. (Iowa)
 STEPHANY, E. J., Pittsburgh, Pa.
 THOMPSON, W. D., Hammond, Ind.
 VITTINGHOFF, H., Boston, Mass.
 WATSON, H. E. G., Toronto, Can.
 YEATON, G. D., Providence, R. I. (Gas Sales of N. E.)
 YONG, A. W., Knoxville, Tenn. (Southern)
 YOUNG, R. H., Newark, N. J. (New Jersey)

CHAIRMEN OF SECTIONAL COMMITTEES ORGANIZED TO DATE

Convention Program—F. F. CAULEY, Chicago, Ill.
 Cooperation with "Industrial Gas"—N. T. SELLMAN, New York, N. Y.
 Educational—R. R. YOUNG, Newark, N. J.
 Industrial Booklets—
 Combustion—H. O. LOEBELL, New York, N. Y.
 Hotel & Restaurant Uses—J. P. LEINROTH, Newark, N. J.
 House Heating—E. D. MILENER, Baltimore, Md.
 Large Volume Water Heating—W. T. RASCH, New York, N. Y.
 Steam Boilers—H. VITTINGHOFF, Boston, Mass.

Wholesale Baking—H. M. HENRY, Pittsburgh, Pa.
 1000 Uses for Gas—H. H. CLARK, Chicago, Ill.
 Ceramics—C. C. KRAUSSE, Baltimore, Md.
 Drying—J. ZANDOR, Chicago, Ill.
 Food Products—E. J. STEPHANY, Pittsburgh, Pa.
 Forging & Heat Treating—W. D. THOMPSON, Hammond, Ind.
 Soft Metal Melting—W. M. HEPBURN, New York, N. Y.
 Tank Heating—OSCAR BOWEN, Chicago, Ill.
 Nominating—F. F. CAULEY, Chicago, Ill.

Varnish Boiling

Furnished through the courtesy of H. E. G. Watson, Industrial Agent, The Consumers Gas Company, Toronto, Canada.

IN CERTAIN INDUSTRIES where the quality of the product depends to a large extent on the skill and craftsmanship of the operator, the methods of manufacture have been closely guarded secrets, transmitted as a valuable heritage from father to son, and seldom subjected to the modernizing influence of our rapid scientific development. Until comparatively recently, varnish making was such an industry, but it has now joined the ranks of the progressives and is reaching out in every direction for improvements both in processes and materials.

The heating of the varnish pots, as one of the important basic operations, soon received attention for it was felt that im-

provement could be accomplished both in efficiency and in better working conditions by the application of gas. This paper is a report on the results of a test conducted at a plant in Toronto to obtain figures showing the relative costs of varnish boiling, using coke and gas.

The coke fires were ordinary, natural draft fires, controlled by a damper in the air line. A large gas-fired blast varnish burner was installed in place of one of the coke fires. This burner is one which was specially adjusted to give great flexibility in operation.

The burner was set at about the floor level giving a headroom varying from 1" to about 4" depending on the type of

varnish pot used. Leading back from the rear half of the burner there was a flue about 3" high joining the main flue up in the chimney. This had been installed to increase the draft and help remove the fumes from the coke. The operators had claimed that this flue merely wasted coke and had had it closed up. When the gas-fired burner was installed, this flue was re-opened. During the early part of this test, it was found that this flue caused a great loss of heat, and also that the bottoms of the pots were being affected by the flame from the gas burner. To overcome these disadvantages the flue was closed and the burner was lowered about 4", giving a much better headroom. All results shown in this report were obtained after the above mentioned changes were made.

The advantages resulting from the use of gas, as far as odors, ease of temperature control and speed of heating, were evident almost at once. But to convince the customer of the direct monetary advantage, comparative tests were made with coke-fired pots and gas-fired pots using a number of different types of varnish in order to determine the results under all operating conditions.

Test 1—Coke

The cost of firing with coke is based on the following charges:

Fuel:—Coke delivered to the siding in 20 ton carloads costs \$14.00 per ton. This must be unloaded requiring the services of two men about two days at \$3.00 per day, total \$12.00 or \$.60 per ton. The total fuel cost therefore is \$14.60 per ton.



The old coke fire.

Kindling:—In starting a fire the ashes from the fire of the previous day were first removed, then half a dozen staves from a resin barrel thrown into the firebox, about a quart of waste oil poured on them, and a match applied. When well ablaze, several barrows of coke were thrown on, the drafts set on full and the fire allowed to burn. About one half hour was the total time required to produce a good fire suitable for work. Estimating conservatively, the services of one man for one half hour will be allowed for each fire. At 50c per hour, this means 25c, plus 2c say for kindling and waste oil, which gives a total of 27c to start each coke fire.

Various types of batches were run, and the time and fuel required in each case noted. The coke fires were very irregular. The draft was greatly influenced by the weather. Sometimes the coke fires required additional fuel, and this meant a delay of nearly an hour before the fire was in good shape again. Sometimes in order not to delay the ensuing process the batch was switched to the gas fire and finished there. Since the gas burner was installed, the time of starting has been changed from 7.00 to 8.00 a.m., partly due to slack times and partly due to the saving of time which ensued with gas as the fuel.

The following results were obtained using coke:

Type of Varnish	Time in Minutes	Wt. of Coke Lbs.	Cost of Coke @ \$14.60 Per Ton	Cost of Batch Coke Plus 27c	Est. Gals. of Finished Product	Cost of Heat Per Gal.	Remarks
V302	280	200	\$1.46	\$1.73	200	\$0.87	
V302	340	170	1.24	1.51	200		Finished by gas
V326	108	145	1.06	1.33	75	1.77	
V117	115	180	1.31	1.58	100	1.58	
V189	60	150	1.10	1.37	50	1.37	
V189	60				50	1.37	
V101	108	175	1.28	1.55	130	1.19	
V404	165	165	1.20	1.47	130		Finished by gas
V9	110	170	1.24	1.51	160	.94	
V46	225	180	1.31	1.58	160	.99	Wood fuel added to finish.
V46	120	175	1.28	1.55	160	.97	
V9	90	155	1.13	1.40	160	.88	
V101	90	190	1.39	1.66	130	1.28	
V101	125	195	1.42	1.69	130	1.30	
V25	90	200	1.46	1.73	75	1.15	
V25	95				75	1.15	
V65	140	180	1.31	1.58	175	.90	
V65	180	185	1.35	1.62	175	.93	
V105	240	180	1.31	1.58	200		Finished by gas
V105	285	210	1.53	1.80	200	.90	
V45	295	200	1.46	1.73	185	.93	
V65	165	180	1.31	1.58	175	.90	
V51	70	200	1.46	1.73	230	.71	Weather conditions suitable for coke.

As shown by the above figures, the values for batches on the coke fire vary greatly even for exactly similar batches. The irregularity of time required in dif-

ferent cases means that it is difficult to get a uniform product from different batches of the same type. According to the operators, great difficulty is experi-



The gas burner installed.

enced at times, especially in cold damp weather, in obtaining sufficient draft to make the fires burn well, hence the batches are often greatly delayed in reaching the required temperature. Most batches after being heated must be allowed to cool for a period and then taken to the reducing room and finished the same day. Hence any great delay in the heating of the batch might mean that three or four men would be forced to work overtime. Coke must be paid for before being used, and stored until used. Ashes must be removed from the burner room, and either drawn away or else dumped in the yard.

Test 2—Gas

The cost of gas, on the other hand, includes no labor charge at all, and is based

on the following schedule of rates prevailing in Toronto.

Assuming a monthly consumption of 100,000 cubic feet per month:

First 10,000 cu. ft.	\$ 9.00
Next 90,000 cu. ft.	76.50
Service Charges50

Total per 100,000 cu. ft. ... \$86.00

This means a gas rate of 8.6c per hundred cu. ft.

The amount of labor required with the gas burner was practically nil. Less than one minute was required to turn on the air and gas and start the fire. Control was easy and accurate. Different types of varnishes, oils, enamels, etc., require very different heat treatments, e. g., where linseed oil is used, the heating

Type of Varnish	Time Gas on Minutes	Total Time of Cooking Minutes	Gas Cons. Cu. Ft.	Power @ 2c Per Hour	Gas @ 8.6 Per 100 Ft. Cost	Total Cost	Est. Gals. Finished Prod.	Cost Per Gal.	Remarks
V404	70	70	1,620	2	\$1.39	\$1.41	130	\$1.08	
V25	60	60	1,000	2	.86	.88	75	1.17	
V25	45	45	900	2	.77	.79	75	1.05	
V326	70	70	800	2	.69	.71	75	.95	
V65	95	125	1,940	2	1.67	1.70	175	.97	
V105	120	185	2,260	4	1.94	1.98	200	.99	
V45	140	220	2,500	5	2.15	2.20	185	1.19	Run very slowly
V65	110	110	1,775	4	1.53	1.57	175	.90	
V51	65	70	1,340	2	1.15	1.17	230	.51	Run fast

must be fairly slow to give the oil a chance to body up, and with china wood oil, the heating must be fast or too much thinning material will be required later on. Hence it can easily be seen that gas is an ideal fuel for the purpose. The burner had ample capacity to handle the maximum demands made upon it. The flame could easily and accurately be set to suit the type of batch being heated. In testing the gas burner, the following readings were taken: time burner on, total time of cooking and gas consumption. Power for the blower was figured at 2c per hour. A No. 40 cycloidal blower, set to $\frac{3}{4}$ pounds pressure, was used and was of ample capacity to handle the burner.

There are about half a dozen types of batches in which a good comparison can be made between the coke and gas. In most cases the gas showed a considerable saving in time over the coke. This may in many cases mean a similar saving in the time of three or four men, but to keep this estimate conservative the time saved will be figured as one man's time at 50c per hour. The actual importance of this saving in increased production would be very great but cannot be shown in this report. The following table shows the comparison between coke and gas, including the extra cost of coke due to slower cooking.

Type of Varnish	Extra Time With Coke Fire Minutes	Cost @ 50c Per Hour	Coke and Time	Cost Per Gallon as Previously Shown	Cost Per Gallon Coke Plus Extra Time	Cost Per Gallon Gas
V25	80	\$.66	\$2.39	\$1.15	\$1.53	\$1.17
V25				1.15	1.53	1.05
V65	55	.46	2.08	.93	1.19	.97
V65	55	.46	2.04	.90	1.17	.90
V105	100	.83	2.63	.90	1.31	.99
V45	75	.62	2.35	.93	1.27	1.19
V51	0	.00	1.73	.71	.71	.51

As shown by the above figures, gas compared very favorably with coke for varnish heating. Where speed was desired gas showed up particularly well. Where the batch must be brought up

very slowly as was the case with "V45" the gas did not show up quite so well, but even then when time was considered the gas proved superior. Besides the saving in time and money there were

many advantages connected with the use of gas to which it is hard to assign a true value. The gas was cleaner, more reliable, always at hand, and did not have to be paid for until after use. It required no storage, was easy and accurate of regulation and undoubtedly produced batches of the same type of a much more uniform quality than could be produced by coke. Needless to say a product of uniform quality commands a higher price and greater market than one in which the quality is uncertain.

Since this paper is not intended as a treatise on the comparison of the merits of gas and coke in varnish heating, no attempt will be made to analyze the various other factors that enter into a complete discussion of the subject. From the results of the tests of this particular

installation, however, every indication points towards the advantages of gas over coke as a source of heat. It is not possible to assign a definite monetary value to such factors as freedom from odors, greater cleanliness, closer temperature regulation and so forth, but these items undoubtedly are well worth considering when contemplating the adoption of gas for the heating of varnish pots.

Test 3—Supplementary

As mentioned early in this report, all the values shown were obtained after the burner had been lowered about four inches from its original position and the floor flue had been closed. In order to show that the changes mentioned really improved conditions, the following results, obtained before these changes were made, are shown:

Type of Varnish	Time Gas on Minutes	Total Time of Cooking	Gas Cons. Cu. Ft.	Power @ 2c Per Hour	Gas @ 8.6 Per 100 Ft.	Total Cost	Est. Gals. Finished Prod.	Cost Per Gal.
V302	180	240	3,760	6	\$3.20	\$3.26	200	\$1.63
V117	60	92	1,460	2	1.24	1.26	100	1.26
V117	92	92	1,940	3	1.65	1.68	100	1.68
V326	65	70	1,720	2	1.46	1.48	75	1.97

From the above results it can easily be seen that the cost per gallon of finished product was quite noticeably higher than after the changes were made. This difference might be partly due to the fact

that the operators were inexperienced in the regulating of the burner, but the changes mentioned undoubtedly reduced the heat loss during operation.

✦ ✦ ✦

Annual Conference of British Commercial Gas Association

The Thirteenth Annual Conference and General Meeting of the British Commercial Gas Association will be held in Liverpool on Monday, Tuesday and Wednesday, September 29, 30 and October 1st. The headquarters will be at the Midland Adelphi Hotel.

COMMERCIAL SECTION

J. E. DAVIES, Chairman

LOUIS STOTZ, Secretary

J. P. HANLAN, Vice-Chairman

MANAGING COMMITTEE—1924

BALL, FRANK L., Fitchburg, Mass.
 BRILL, A. P., Pittsburgh, Pa.
 BURKE, E. J., Indianapolis, Ind. (Indiana)
 BURNS, J. J., St. Louis, Mo.
 CASHIFF, R. J., Poughkeepsie, N. Y.
 CASTRELL, NORMAN, Chicago, Ill.
 CORLI, WILEY, F., St. Louis, Mo. (Missouri)
 CHAFFS, H. C., Pittsfield, Mass. (N. E. Gas Eng.)
 CRANKSHAW, J. W., Allentown, Pa. (Pennsylvania)
 CURTIS, C. C., Fall River, Mass.
 DAILY, E. V., Chicago, Ill.
 DANNEB, H. E., Houston, Texas (Southwestern)
 DOERING, H. A., Mt. Vernon, N. Y. (Empire State
 G. & E.)
 FUGATE, F. S., Detroit, Mich. (Michigan)
 GALBRAITH, L. F., Oakland, Calif. (Pacific Coast)

JOHNSON, W. B., Toronto, Can. (Canadian)
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 KARSHNER, G. M., New York, N. Y.
 KENNEDY, T. F., New York, N. Y.
 KING, THOMSON, Pittsburgh, Pa.
 KLOPF, C. C., Chicago, Ill. (Illinois)
 MARTIN, E. H., Des Moines, Ia. (Iowa)
 MCCONNELL, H. N., New York, N. Y.
 PICKARD, B. F., Greensboro, N. C. (Southern)
 PHENICIE, C. R., Green Bay, Wis. (Wisconsin)
 QUINN, JOHN J., Quincy, Mass. (Gas Sales of N. E.)
 RASCH, W. T., New York, N. Y.
 SMITH, D. R., Baltimore, Md.
 SMITH, W. L., Battle Creek, Mich.
 VINCENT, G. L., Syracuse, N. Y.
 WEISER, J. A., York, Pa.

CHAIRMEN OF SECTIONAL COMMITTEES ORGANIZED TO DATE

Architects and Builders Service—W. A. ADAMS, Chi-
 cago, Ill.
 Commercial Policy—P. S. YOUNG, Newark, N. J.;
 CHAS. A. MURKIN, Chicago, Ill.; F. J. RUT-
 LEDGER, Philadelphia, Pa.; R. B. BROWN, Mil-
 waukee, Wis.; F. R. BARNETT, New York, N. Y.

Home Service—ADA BESSIE SWANN, Newark, N. J.
 Salesman's Manual—H. D. VALENTINE, Chicago, Ill.
 Sales Stimulation—J. P. HANLAN, Newark, N. J.

Are You In on the New Monthly Sales Service?

AT THE TIME you read this article the much talked about Monthly Sales Service will have started.

At a conference on March 7th of the Sales Stimulation Committee, under whose direction the service will be prepared, it was decided to start mailings of the service on April 15th, in view of the fact that we had received 700 subscriptions. One thousand copies of the service are being printed so as to make it possible for late subscribers, up to 300 additional, to receive the back issues. After 1,000 sets are subscribed for, new subscriptions will begin receiving the issues from the time of enrollment.

On the first of each month subscribers will receive special reports, relating to important phases of merchandising, the following being the subjects to be covered in the special reports:

1. Campaign Method of Merchandising.
2. Functions of the Home Service Department.
3. Industrial Gas Sales (any gas used in the promotion of an industry).
4. Market Analysis and Planning of Business Development.
5. Window and Store Display.
6. Demonstration.
7. Direct-by-Mail Advertising and its Applicability to Gas Company Merchandising.
8. Sales Conference.
9. Newspaper Advertising.
10. Methods of pricing Appliances and Financing Merchandise Sales.
11. Compensation of Salesmen.
12. Selling the Company and its Securities.

GAS SALES STIMULATION

A Monthly Sales Service by the Sales Stimulation Committee of the Commercial Section of A. G. A.

Let's Go!

With this issue begins the new aggressive movement of A. G. A.

The objective is—

A 50% Increase in "Send Out" by 1926

The success of this movement—and what *your* company gets out of it—depends entirely on your cooperation.

A. G. A. "expects every member to do his duty"—to take on a full man-size share of the work!

Our share is to supply you each month with specific recommendations, suggestions, ideas, information and instruction.

We have undertaken to teach you, coach you, post you, inspire you, encourage you—and perhaps nag you.

But that's as far as we can go—the rest is up to you!

It is up to you to make prompt and wholehearted use of our service this month and every month!

Will you? All right—let's go!

The Committee



APRIL 15, 1924

Contents

Plan of the May-June Campaign for Gas Water Heating

Talking Points That Really Sell a Gas Range

Organizing to Sell More Industrial Gas
Home Service Education

General Comment

How This Work Has Been Organized By Your Sales Stimulation Committee

What You Can Do to Make Effective Use of It
How Data Is to Be Compiled and Arranged

NEXT MONTH

The principal contribution will be "A Selling Campaign on Ranges and Cook-ers-with-Gas Appliances." This discussion will be based on reports of similar campaigns which have increased sales for gas companies in various sections of the country. An important analysis of Water Heating Sales Campaign Methods will also be included supplementary to the plan for Water Heaters outlined in this issue.

You will also find a general article on Sales Organization and the Compensation to Salesmen, written from the "Gas" point of view. The Home Service Department will also have an interesting review of results accomplished and outlines of future plans.



The cover of No. 1

On the 15th of each month subscribers will receive the sales bulletins containing suggestions for the merchandising activi-

ties during the following month, and here is the schedule covering this phase of the service.

No.	Date of Mailing	Material to be covered	Month of use
1.	April 15th	Gas Water Heating—including all kinds of water heaters. Gas for Cooking (Secondary Topic) including all kinds of gas ranges, heat regulator ranges, range lighters, etc. Touch upon gas for industrial purposes.	May

2.	May 1st	Gas for cooking—all kinds of ranges as outlined above. Gas water heating (secondary topic) including all types of water heaters. Including brief treatment of smaller appliances.	June
3.	May 15th	Laundry equipment — including mangles, dryers, gas irons, heated washing machines, etc. Smaller appliances such as toasters, waffle irons, etc.	July
4.	June 15th	House Heating by gas—time to install furnace burners, stoves, etc. Replacements. Feature a Canning Week demonstration.	August
5.	July 15th	Gas Lighting—both commercial and residential. Gas Water Heating (subordinated). Ranges.	September
6.	August 15th	Gas Water Heating and Lighting—Commercial and Residential. Gas Ranges (subordinated) Small appliances—touch upon idea of preparing early for Christmas.	October
7.	September 15th	Gas for cooking—ranges, range lighters and other appliances. Gas Heating—small stoves, etc. Small appliances.	November
8.	October 15th	Gas ranges, appliances, etc., for Christmas.	December
9.	November 15th	Spectacular Activities for Increasing Merchandise Sales Clearance sales of group items (thrift week). Special sales. Combination offers.	January
10.	December 15th	Spectacular Activities for Increasing Merchandise Sales (Continued) New Business from New Homes.	February
11.	January 15th	Water Heaters for Spring Cleaning. Space heaters (after furnace is out).	March
12.	February 15th	Laundry appliances—ironers, dryers, etc. Gas Ranges.	April

It is our hope that through this Service the entire industry will eventually be working for the same objective.

The merchandising program of the gas industry is a real problem. But it can be solved with your cooperation, and if the subscribers will take this service and use it conscientiously and as suggested we have no doubt whatsoever but that real

and satisfactory results will be forthcoming almost immediately.

Keep in mind that 100% of effort put back of any plan, even though the plan is not 100% perfect, is better than 50% effort back of a plan 100% perfect.

We want the 100% enthusiasm and effort.

Affiliated Association Notes

Eastern States Gas Conference

The second annual gathering of the Eastern States Gas Conference, which is the first Geographic Division of the American Gas Association, was held on April 9 and 10 at the Bellevue-Stratford Hotel, Philadelphia. The Conference included gas men from Pennsylvania, New Jersey, Delaware, Maryland, West Virginia, and the District of Columbia, about 500 in number. A strong program was presented for both morning and afternoon sessions of the two days, closing with a banquet on the evening of the second day.

The papers presented during the Conference were of high order and resulted in extensive discussion from the floor. G. I. Vincent in his paper, on "This Matter of Public Relations," described more or less in detail the experience of the Syracuse (N. Y.) Lighting Company in working out the so-called "Bill Jones" idea in taking care of customers' wants. So great was the interest shown in this paper that the Conference voted to have it printed and distributed to the members.

The subject of "Customers Billing Methods" was adequately covered in a paper by W. N. Porter of Philadelphia. A very complete and interesting paper on "Operating Experiences and Results Obtained with Use of Bituminous Coal As Generator Fuel in Eleven Foot Sets" was read by W. J. Murdock of Joliet, Ill. Jacob B. Jones of Bridgeton, N. J., in a paper, "Employees' Relations with the Gas Company," described results obtained when the employee has the proper knowledge of his company's problems and also feels that the company is taking an interest in him. J. Calhoun Smith of Reading, Pa., presented a paper on "Range and Water Heater Replacements" which was of especial interest. "Service Satisfactory to Customers" was the title of a paper presented by Frank L. Blanchard of New York City. Mr. Blanchard emphasized that the attitude of the public toward a gas company is governed largely on how the public is served by that company.

A symposium of industrial gas installations was a feature of the session as company representatives told how manufactured gas is being used in the making of pies, bread, automobile bumpers, and many other products throughout the territory covered by the Conference.

The two speakers at the banquet, both educators, were Dr. John M. Thomas, President of Pennsylvania State College, and Professor E. R. Robbins, Principal of the Jenkintown, Pa., High School. President Thomas told, in the course of an inspiring speech, how the engineering extension department of the Pennsylvania State College has interested public utility corporations in the need for giving practical instructions in economics to their employees. Professor Robbins spoke on "Things That Count in Selling Service".

The following officers were elected for the ensuing year: President, P. S. Young, Newark, N. J.; First Vice-President, W. G. Gribbel, Philadelphia; Second Vice-President, W. R. Rhoades, Sunbury, Pa.; Third Vice-President, Grier Hersh, York, Pa.; Secretary-Treasurer, R. A. Koehler, Newark, N. J. The following were appointed to serve on the Executive Committee; J. P. Hanlan, J. B. Jones, B. H. Atwood, and L. R. Dutton.

Canadian Gas Association

Secretary George W. Allen has announced that the annual convention of the Canadian Gas Association will be held in Toronto, Ontario, on August 28 and 29, 1924. This was decided at an Executive Committee meeting held in that city on April 5, 1924.

Affiliated Association Notes

New Jersey Gas Association

At the Annual Meeting of this Association held in the Bellevue-Stratford Hotel, Philadelphia, on April 10, 1924, Raymond Lee of Millville, was elected President, Henry Whitcomb of Newark, and L. N. Yetter of Atlantic City, were elected Vice-Presidents, and R. A. Koehler of Newark, was retained as Secretary-Treasurer. The Board of Directors for the coming year consists of J. P. Hanlan, J. L. Conover, H. M. J. Lloyd, Stanley Grady, and Joseph Austin.

It was reported that the membership of the Association was increased from 164 to 682 during the year.

Illinois Gas Association

The Illinois Gas Association, in its meeting March 26 and 27 at the Hotel Sherman, Chicago, elected the following officers for 1924-25: President, J. G. Learned of Chicago; Vice-President, R. E. Chew of Bloomington; and Secretary-Treasurer, R. V. Prather of Springfield.

Pennsylvania Gas Association

John A. Frick of Allentown was elected President of the Pennsylvania Gas Association at its annual meeting held in the Bellevue-Stratford Hotel, Philadelphia, on April 9, 1924. Other officers elected were Wallace G. Murfit of Newton, First Vice-President; R. C. Cornish of Philadelphia, Second Vice-President; and George L. Cullen of Harrisburg, Secretary-Treasurer. The new Council will be composed of H. H. Ganser, A. A. Whitlock, J. A. Weiser, and Joseph Jeffrey.

Michigan Gas Association

Arrangements have been completed for holding the 1924 Convention of the Michigan Gas Association at Hotel Statler, Detroit, Michigan, on September 9, 10, and 11. The Michigan Electric Light Association will meet on the same days and there will be a joint meeting of the two associations on the evening of September 9 to be held under the auspices of the Michigan Committee on Public Utility Information which committee is supported jointly by the two associations.

Indiana Gas Association

President Leonard Fitzgerald of the Indiana Gas Association is preparing a program for the Convention at West Baden Springs Hotel, West Baden, Indiana, May 5 and 6, which Secretary E. J. Burke promises to be the most interesting ever presented by the Association. A considerable portion of the time will be devoted to a discussion of industrial gas problems. On account of the many entertainment features offered at both West Baden and French Lick Springs, it has been decided to abandon the usual banquet.

Associations Affiliated with A. G. A.

Canadian Gas Association

Date of affiliation—Mar. 25, 1919.
 Pres.—C. A. Jefferis, 265 Front St., E., Toronto, Ont., Canada.
 Sec.-Tr.—G. W. Allen, 7 Astley Avenue, Toronto.
 Conv., Toronto, Ont., Aug. 28, 29, 1924.

Empire State Gas and Electric Association

Date of Affiliation—Nov. 21, 1919.
 Pres.—S. J. Magee, Associated Gas & Electric Co., Ithaca, N. Y.
 Sec.—C. H. B. Chapin, Grand Central Terminal, New York, N. Y.
 Annual Meeting, 1924.

Illinois Gas Association

Date of Affiliation—Mar. 19, 1919.
 Pres.—J. G. Learned, Public Service Co. of Northern Illinois, Chicago, Ill.
 Sec.-Tr.—R. V. Prather, 305 Illinois Mine Workers Bldg., Springfield, Ill.
 Conv., 1925.

Indiana Gas Association

Date of Affiliation—April 24, 1919.
 Pres.—L. Fitzgerald, Gary Heat, Light & Water Co., Gary, Ind.
 Sec.-Tr.—E. J. Burke, Citizens Gas Co., Indianapolis, Ind.
 Conv., West Baden Springs Hotel, West Baden, May 5, 6, 1924.

Iowa District Gas Association

Date of Affiliation—May 21, 1919.
 Pres.—Charles Smith, Yankton Light & Heating Co., Yankton, S. D.
 Sec.-Tr.—H. R. Sterrett, 551 Seventh St., Des Moines, Ia.
 Conv., 1925.

Michigan Gas Association

Date of Affiliation—Sept. 18, 1919.
 Pres.—Geo. H. Waring, American Public Utilities Co., Grand Rapids, Mich.
 Sec.-Tr.—A. G. Schroeder, Grand Rapids Gas Light Co., Grand Rapids, Mich.
 Conv., Detroit, Mich., Sept. 9, 10, 11, 1924.

Missouri Association of Public Utilities

Pres.—C. L. Proctor, Empire District Electric Co., Joplin, Mo.
 Sec.-Tr.—F. D. Beardslee, 315 N. 12th St., St. Louis, Mo.
 Wiley F. Corl, Chmn., Affiliation Com., Missouri Utilities Co., Mexico, Mo.
 Conv., 1925.

New England Association of Gas Engineers

Date of Affiliation—Feb. 19, 1919.
 Pres.—C. R. Prichard, Lowell Gas Light Co., Lowell, Mass.
 Sec.-Tr.—J. L. Tudbury, 247 Essex St., Salem, Mass.
 Conv., 1925.

Gas Sales Association of New England

Date of Affiliation—Oct. 1, 1919.
 Gov.—F. A. Woodhead, 689 Massachusetts Ave., Arlington, Mass.
 Sec.—J. H. Sumner, 719 Massachusetts Ave., Cambridge, Mass.
 Annual Meeting, 1924.

New Jersey Gas Association

Date of Affiliation—April 25, 1919.
 Pres.—Raymond W. Lee, Cumberland County Gas Co., Millville, N. J.
 Sec.-Tr.—R. A. Koehler, Public Service Gas Co., Newark, N. J.
 Conv., April, 1925.

Pacific Coast Gas Association

Date of Affiliation—Sept. 18, 1919.
 Pres.—H. R. Basford, H. R. Basford Co., San Francisco, Cal.
 Sec.-Tr.—W. M. Henderson, 812 Howard St., San Francisco, Cal.
 Conv., Santa Barbara, Cal., Sept. 15-19, 1924.

Pennsylvania Gas Association

Date of Affiliation—April 10, 1919.
 Pres.—John A. Frick, Allentown-Bethlehem Gas Co., Allentown, Pa.
 Sec.-Tr.—Geo. L. Cullen, Harrisburg Gas Co., Harrisburg, Pa.
 Conv., 1925.

Southern Gas Association

Date of Affiliation—May 20, 1919.
 Pres.—E. L. Rieha, 1602 Lexington Bldg., Baltimore, Md.
 Sec.-Tr.—E. D. Brewer, 75 North Mayson Ave., Atlanta, Ga.
 Conv., 1925.

Southwestern Public Service Association

Date of Affiliation—September 26, 1923.
 Pres.—J. H. Gill, Dallas, Texas.
 Sec.—E. N. Willis, 403 Slaughter Bldg., Dallas, Texas.
 Conv., 1925.

Wisconsin Utilities Association

Date of Affiliation—March 25, 1919.
 Pres.—Harold L. Geisse, Wisconsin Valley Electric Co., Wausau, Wis.
 Exec.-Sec.—J. N. Cadby, 445 Washington Bldg., Madison, Wis.
 Conv., 1925.

Geographic Divisions

Eastern States Gas Conference

Date of Formation—April 11, 1923.
 Pres.—P. S. Young, Public Service Gas Co., Newark, N. J.

Sec.-Tr.—R. A. Koehler, Public Service Gas Co., Newark, N. J.

Conv., 1925.

TECHNICAL SECTION

L. J. WILLIEN, Chairman

GEO. H. WARING, Vice-Chairman

H. W. HARTMAN, Secretary

MANAGING COMMITTEE—1924

ARMERSTER, F. C., Shreveport, La. (Southwestern)
 BATES, H. E., Chicago, Ill.
 BECKJORD, W. C., New York, N. Y.
 BROWN, J. A., Jackson, Mich. (Michigan)
 BURDICK, R. H., New York, N. Y.
 COOK, H. R., Jr., Baltimore, Md.
 CORNISH, R. O., Philadelphia, Pa. (Pennsylvania)
 EARLE, W. H., Rochester, N. Y. (Empire State G. & E.)
 FEUER, H. C., Sedalia, Mo. (Missouri)
 FIEDLER, A. C., Pittsburgh, Pa.
 FREEMAN, F. C., Providence, R. I.
 HADDOCK, I. T., Cambridge, Mass.
 HAUSCHILD, C. J., Moline, Ill. (Illinois & Iowa)
 HOR, C. W., Glasboro, N. J. (New Jersey)
 HUMPHREYS, J. J., Montreal, Can. (Canadian)

KLEIN, A. C., Boston, Mass.
 LUNN, C. A., New York, N. Y.
 LYONS, B. F., Beloit, Wis. (Wisconsin)
 MORRIS, W. R., Jersey City, N. J.
 OTTER, C. H., Jr., Plymouth, Mass. (Gas Sales of N. E.)
 PERRY, J. A., Philadelphia, Pa.
 PORTER, R. G., Chester, Pa.
 PRICHARD, C. R., Lowell, Mass. (N. E. Gas Eng.)
 RINHA, E. L., Baltimore, Md.
 SHAUL, C. D., Terre Haute, Ind. (Indiana)
 WEAVER, E. R., Washington, D. C.
 WEBER, F. C., New York, N. Y.
 WHITTAKER, A. D., Atlanta, Ga. (Southern)
 YARD, W. S., San Francisco, Calif. (Pacific Coast)

CHAIRMEN OF SECTIONAL COMMITTEES ORGANIZED TO DATE

Carbonization and Complete Gasification of Coal—
 E. H. BAUER, Worcester, Mass.
 Cast Iron Pipe Standards—WALTON FORSTALL, Phila-
 delphia, Pa.
 Condensing and Scrubbing—F. W. SYEERS, Detroit,
 Mich.
 Chemical—DR. A. R. POWELL, Chicago, Ill.
 Coke—R. L. FLETCHER, Providence, R. I.
 Gas Pipe and Meter Deposits—DR. R. L. BROWN,
 Pittsburgh, Pa.

Distribution—J. D. VON MAUR, Toronto, Can.
 Editorial, Revision of Catechism—W. J. SMITH,
 Philadelphia, Pa.
 Measurement of Large Volumes of Gas—M. E.
 BRENN, Chicago, Ill.
 Nominating—F. C. WEBER, New York, N. Y.
 Standardization of Capacities of Consumers Meters—
 WALTON FORSTALL, Philadelphia, Pa.
 Water Gas Operation—J. S. KENNEDY, New York,
 N. Y.

Technical Committees Meet in Chicago

WELL ATTENDED meetings of the Carbonization, Water Gas, and Managing Committees of the Technical Section were held in Chicago, March 24 and 25, just prior to the annual meeting of the Illinois Gas Association. Preliminary statements of the reports to be presented to the convention in October were considered, and a policy approved with regard to the arrangement of the Technical Sessions.

Committee Progress

Mr. E. H. Bauer of Worcester, Mass., reported as chairman of the Carbonization Committee that the Jeffery's Norton plant for the manufacture of oxygen at Worcester would probably begin operating in June. Operating figures on this plant will be awaited with interest by all

gas men because of the important bearing which the production of cheap oxygen will have on the developments in complete gasification of coal. The latest available operating figures will be included in the Carbonization Committee report, even if it is necessary to print a supplementary report just prior to the convention.

Professor S. W. Parr of Illinois University, chairman of the Low Temperature Carbonization Section, reported that it would be possible to include in this year's report descriptions of two processes that were being operated on a commercial scale.

Mr. A. M. Beebe of Rochester, N. Y., reported a very complete program for the Operators' Section of the committee. Five plant tests are at present in oper-

ation, including two horizontals, two verticals and one coke oven plant, to determine the relative value of run-of-mine and sized coals for carbonization purposes. The committee is actively pushing its campaign to improve operating conditions in smaller coal gas plants and to encourage adequate facilities for checking results.

Mr. J. S. Kennedy, chairman of the Water Gas Committee, reported that developments in this field would be rather fully covered, as no committee of the Association had reported on carburetted and uncarburetted water gas production for the last ten years.

The Operators' Section will review the results obtained with bituminous coal as a generator fuel, operation with the checkerless carburetter, the back-run and all other deviations from the conventional Lowe type carburetted water gas sets. Operation of sets with low grade oil,

measures for the prevention and removal of clinker, such accessories as exhaust steam accumulators, etc., will also be included. A complete report on all labor-saving machinery and automatic devices will be prepared in cooperation with the builders of such apparatus.

Mr. Wm. B. Hopper of the Washington Gas Light Company submitted proposed forms of Daily Manufacturing Report and Hourly Manufacturing and Temperature Record designed for the use of carburetted water gas plants with an annual sendout of 300,000,000 cu. ft. and under. These reports were prepared in response to requests from small plant operators and when finally approved will be available at Headquarters in quantity. Plants desiring to exchange operating data can do so through the committee whose advice on operating efficiencies will be available to all company members.



New Publications of Bureau of Mines

Bulletins

Bulletin 203. Central District bituminous coals as water-gas generator fuel, by W. W. Odell and W. A. Dunkley. 1923. 93 pp. 11 figs.

Bulletin 223. An investigation of powdered coal as fuel for power-plant boilers. Tests at Oneida Street power station, Milwaukee, Wisconsin, by Henry Kreisinger, John Blizard, C. E. Augustine and B. J. Cross. 1923. 92 pp. 48 figs.

Technical Papers

Technical Paper 274. Efficiencies in the use of bituminous coking coal as water-gas generator fuel, by W. W. Odell. 1923. 39 pp. 1 pl. 9 figs.

Technical Paper 337. Carbon monoxide hazards from house heaters burning nat-

ural gas by G. W. Jones, L. B. Berger and W. F. Holbrook. 1923. 31 pp. 1 pl. 7 figs.

Technical Paper 350. Accidents at metalurgical works in the United States during the calendar year 1922. 1923. 31 pp.

Note.—Only a limited supply of these publications is available for free distribution, and applicants are asked to cooperate in insuring an equitable distribution, by selecting publications that are of especial interest. Requests for all papers cannot be granted. Publications should be ordered by number and title. Applications should be addressed to the Director of the Bureau of Mines, Washington, D. C.

The Latest Coke Bulletin



R. L. Fletcher, Chairman, Coke Committee

BULLETIN No. 3 of the Coke Chats, part of which is reproduced here, presents a new viewpoint on the potential market for gas company coke. Each successive issue of the Coke Committee's bulletins is resulting in additional comment and interest on the part of our members, and greatly enlarged service on the part of the Coke Committee. This Committee is now affording our members its expert advice on a great many problems which have been submitted with regard to the successful sale of coke as a domestic fuel.

This service has extended from a lay-out of an entire campaign for the development of a coke market (including advertising, proper organization for sale and prompt deliveries, instructions for the use of coke, etc.) to such problems

as reduction of dust nuisance in connection with the delivery of coke. The committee has been able to respond most adequately to these appeals of our member companies and has adopted a policy of encouraging the submission of these problems. If there are any questions which are troubling you as to the disposal of your coke, send them in to Headquarters or direct to the Chairman of the Coke Committee, Mr. R. L. Fletcher, care of the Providence Gas Company, Providence, R. I.

The "Cokeisms" contained in Bulletin No. 3 are:

The potential coke market is dependent upon the "pride" and "belief" the gas man has in his own product.

The optimist sees the O. K. in coke—the pessimist isn't in the coke business, successfully.

A coke market once developed through the sale of properly prepared coke is never lost.

Organization, practical sales plans, good advertising, enthusiasm and brains are necessary for the successful merchandising of any commodity—coke is a commodity.

A pessimist isn't allowed in the gas sales department—keep him out of the coke sales department.

Some years ago, ice cream was sold in the summer and furs only in the winter. Today both are sold the year around! Why not coke?

Your company may not manufacture coke at the present time, it may some time in the future. Interest yourself in coke: study its possibilities and its value as a fuel.

In addition there is included with this bulletin a chart showing pounds of coke available for sale in a combined coal and water gas plant.

COKE CHATS

The Potential Coke Market

DOMESTIC—A combination coal and water gas plant (see Chart 1), manufacturing, for example, 70% coal gas and 30% water gas, will produce 51.5 pounds of coke available for sale per M. cubic feet of sendout. Assuming that the average gas consumer uses 36,000 cubic feet of gas and from 5 to 8 tons of solid fuel per year, then the salable coke per consumer will be 0.92 tons per year and the potential domestic demand approximately six to nine times greater than the available supply of coke.

INDUSTRIAL—The industrial market covers a wide field. Heating furnaces, core ovens, schools, factories, office buildings, churches, steam rollers, railroad engines in freight yards, bakeries, city and state institutions, apartment houses, etc., offer to the coke sales manager a large potential industrial market.

WATER GAS—In 1922 (A. G. A. statistics) the gas industry used 2,578,000 tons of coke and 1,098,000 tons of anthracite coal for generator fuel in the manufacture of water gas. Why should the gas industry so freely patronize its own competitor?

The potential coke market is great. Will the gas industry grasp the opportunity and pave the way for the future? To do so, it must prepare and merchandise its coke not as a by-product of the industry and not as a substitute fuel for anthracite or bituminous coal but as a major product of the industry—better, cleaner and more efficient than any other commercial solid fuel.

COKE COMMITTEE,
AMERICAN GAS ASSOCIATION

Bulletin No. 3.

Page 1 of Bulletin No. 3.

Mr. Robert B. Harper, Chief Chemist for the Peoples Gas Light and Coke Company, Chicago, will deliver an address at the University of Michigan, Ann Arbor, on Wednesday evening, May 7, at 7:30 o'clock, eastern standard time.

His subject will be, "The Field for Engineers in the Gas Industry," and will deal with problems which will arise in the next decade.

The meeting will be held under the auspices of the Student Chapter of the American Institute of Chemical Engineers. Arrangements for the speaker were made through the Michigan Public Utility Information Bureau with the Committee on Cooperation with Educational Institutions of the American Gas Association.

There may be some men in your company who might hear Mr. Harper with profit to themselves and their organization.

"Gas, a Caged Wizard"

GAS A Caged Wizard

by
BURTON L. READE

The Booklet.

AS THE RESULT of the interest aroused by the publication of "Gas, a Caged Wizard" by Burton L. Reade, which appeared originally in the Magazine of Wall Street, and in the Monthly for March and the American Gas Journal for April 5, the Publicity and Advertising Section has arranged for the reprinting of 25,000 copies of this article in pamphlet form.

♦ ♦ ♦

The reprints published by the Association are available to anyone who can make use of them. If the present edition is exhausted, we can easily print another. All that is necessary is to write a letter specifying the number of copies desired. The pamphlet sells for two cents a copy. If you have not already seen and read the article in question, a sample complimentary copy can be obtained on request to the Association office.

The widespread demand for copies of Mr. Reade's article is such that approximately half the edition was exhausted within a few days after receipt. Orders for a thousand copies each have come from as far as the Pacific Coast, and consequently an excellent distribution of the article has been assured.

There is no question but that the article will have an excellent effect throughout the industry. It gives a clear, unprejudiced view of the gas business, past and present, and indicates the probable increase in the importance of gas utilities in the immediate future. Moreover, it is refreshingly free from the exaggerated statements which are characteristic of the average prospectus, preferring to err on the side of caution. In short, it is an enthusiastic treatment of the gas industry by and for the layman.

The University of Michigan has issued a bulletin describing their course in chemical engineering and their graduate courses in general chemical engineering, metallurgical engineering and gas engineering. Copies of this bulletin may be secured by addressing Prof. Alfred H. White, Professor of Chemical Engineering, University of Michigan, Ann Arbor, Michigan.

Employment Bureau

SERVICES REQUIRED

Wanted by a gas and electric company, young man to do office work who has had experience in ledger work, general routine work, and especially on the complaint or service desk. In reply, please give outline of experience, references and salary expected. Address:

Key No. 022.

WATER HEATER SALESMEN WANTED—A large gas company needs several good water heater salesmen to work on commission basis in Western Pennsylvania. Exceptionally good territory.

Key No. 025.

WANTED—Foreman for main laying gang. Must be experienced in laying 4" to 12" cast iron main and able to handle main repair work on low and medium pressure lines. Location, New Jersey Coast. State age, experience and wages expected. Address A. G. A.

Key No. 031.

WANTED—Company operating several gas properties in Middle West can use three experienced industrial gas men. Address A. G. A.

Key No. 037.

WANTED—Two experienced salesmen, to specialize on the sale of gas boilers for house heating and industrial uses, by a gas company desirous of increasing its present gas boiler load. Give details of experience and results obtained.—Address A. G. A.

Key No. 039.

DIRECTOR OF STORES DEPARTMENTS WANTED—Must be familiar with best practice in handling Materials & Supplies, and be capable of directing other employees. Company is a combined Gas, Electric Light and Power, and Electric Railway Company, operating in a number of cities in the middle west. In application give age, education, experience, salary expected, etc. Application will be treated as strictly confidential, and handled only by an official. To enable us to form some idea of ability and mental capacity include in application your idea of how Stores Departments of such a Company, operating over considerable territory, should be handled, and what Director's duties and responsibilities should be. Address A. G. A.

Key No. 040.

APPLIANCE SALESMEN—Calling on Gas Companies to sell tank water heaters as a side line on commission basis. State Territory, references and experience. Address A. G. A.

Key No. 042.

WANTED: Experienced gas works foreman to act as assistant superintendent in small gas and electric company in New England. Give full particulars and state salary desired. Address A. G. A.

Key No. 043.

WANTED: Gas main laying foreman for gas company in vicinity of New York. Address A. G. A.

Key No. 044.

SERVICES OFFERED

POSITION WANTED—By-Product, Coke-Oven Executive seeks more responsible connection. Fitted for Chief Chemical Engineer, Assistant-Superintendent or Assistant to Manager. University Graduate. Alexander Hamilton Institute Graduate. Nearly seven years with present 3000 ton plant. Thirty-two years old. Married. Address A. G. A.

Key No. 131.

WANTED—Position of responsibility as Manager or Industrial Fuel Engineer—13 years' varied experience in the gas business. References and service record furnished. Address A. G. A.

Key No. 142.

WANTED—Am open for position as general superintendent, engineer or manager of fair sized property. Fifteen years' experience in combination coal and water gas plants. Experience covers vertical and horizontal coal gas installations, also distribution work. At present am managing plant of five million sendout and have been acting in capacity of assistant engineer. Can furnish excellent credentials from present and past employers. Married. Can report with reasonable notice. Address A. G. A. Monthly.

Key No. 164.

ENG.-SUPT. of one of the largest gas plants in the country would consider change. Desires to locate with company in which opportunities for future advancement are better than in present position. Is a married man. Has technical University training. No particular preference as to location. Address A. G. A.

Key No. 159.

AVAILABLE—Man of executive ability, experienced in all phases of the gas business and sales and advertising work including agency work on National accounts. Capable of creating, planning and following through all forms of advertising. Prefer locating in West or South Atlantic states. Minimum salary of \$4,000. Address A. G. A.

Key No. 167.

WANTED—Superintendent of Distribution seeks similar position high or low pressure. 14 years' experience covering all branches of the work, office, field, and shops. Speaks and writes Spanish. Southern part of U. S. or Latin America preferred but not essential. Address A. G. A.

Key No. 169.

AM OPEN FOR A POSITION of greater responsibility. At present, manager of gas company with over 5,000 meters. Technical training, started in as cadet engineer with one of largest operating companies in U. S. Have eleven years' experience in engineering, construction, distribution and manufacturing, and over four years' in commercial, new business and financial as manager. Prefer manager's position in good sized city. Age 40 years and married. Address A. G. A.

Key No. 170.

GAS ENGINEER—Eighteen years' experience in design, construction and operation of gas plants, all departments, manufacture and distribution, also electrical experience in combination plants desires position of responsibility with progressive company. Past six years chief engineer with large gas company. Address A. G. A.

Key No. 171.

EXECUTIVE, with fifteen years' experience in coke oven practice on plants manufacturing surplus gas for city consumption, desires connection with growing public utility either as executive or position leading to same. College graduate, good personality, married. Available on reasonable notice. Address A. G. A.

Key No. 172.

GAS ENGINEER—13 years' experience with 3 largest gas companies in the country, am open for engagement as gas engineer, general superintendent, manager or sales engineer. Excellent references. Address A. G. A.

Key No. 173.

ENGINEER—Twenty-one years' experience in Gas and Electric production and distribution, wishes an opening with a larger gas company or a combination gas and electric company. Eleven years with the United Gas Improvement Co. Highest reference from present connection. Address A. G. A.

Key No. 174.

WANTED: A position as General Manager or Engineer of Gas Property. Have had experience and can produce results in either large or small properties. Can give exceptional references on past record. Address A. G. A.

Key No. 175.

GAS ENGINEER, 40, with thorough training (10 years) in the gas business and real executive ability, wishes to connect up with a live concern in any capacity where technical and commercial ability will count. At present engaged, but could be available on two months' notice. Address A. G. A.

Key No. 176.

WANTED: Executive position by young man with eighteen years' (18) experience in all branches of gas business. Eight years (8) as manager. Past four years, vice-president and general manager of gas company with nearly 10,000 meters. Mechanical engineer. Expect to voluntarily place myself on the market about August 15, 1924. Will accept position as manager of company with 7,000 to 10,000 meters, or assistant manager and engineer, with larger company. Married man. Replies must be strictly confidential. Address A. G. A.

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